

*U.S. Agency for International Development*  
*USAID/Senegal*

**Results Review and Resources Request**  
**FY 1999-2002**

**Senegal**  
**March 2000**

**Please Note:**

The attached FY 2002 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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**USAID/Senegal  
Results Review and Resources Request**

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## ABBREVIATIONS AND ACRONYMS

<b>AIDS CAP</b>	AIDS Control and Prevention
<b>AME</b>	Analysis, Monitoring and Evaluation Unit
<b>ARD</b>	Associate in Rural Development Inc
<b>AVSC</b>	Association for Voluntary Surgical Contraception
<b>BSS</b>	Behavior Surveillance Survey
<b>CAs</b>	Cooperating Agencies
<b>CBNRM</b>	Community-Based Natural Resource Management
<b>CCA</b>	Corporate Council for Africa
<b>CFAF</b>	<i>Communauté Financière de l'Afrique (Franc)</i> : Local Currency of the Member States of the West African Monetary Union
<b>CL</b>	<i>Collectivité Locale</i> (local government unit)
<b>CMR</b>	Child Mortality Rate
<b>CONSERE</b>	<i>Conseil Supérieur des Ressources Naturelles et de l'Environnement</i> (Senior Council for Natural Resources and the Environment)
<b>COREFI</b>	<i>Comité de Pilotage de la Réforme des Procédures Administratives Relatives à l'Investissement</i> (Steering Committee for Procedural and Administrative Reforms Related to Investment)
<b>CPR</b>	Contraceptive Prevalence Rate
<b>CPTs</b>	Contraceptive Procurement Tables
<b>CERP</b>	<i>Centre d'Expansion Rural Polyvalent</i> (Multi-services rural outreach center)
<b>CRS</b>	Catholic Relief Services
<b>CS</b>	Child Survival
<b>CSE</b>	<i>Centre de Suivi Ecologique</i> (Ecological Monitoring Center)
<b>CSP</b>	Country Strategic Plan
<b>CSWs</b>	Commercial Sex Workers
<b>CYP</b>	Couple-Years of Protection
<b>DAP</b>	Development Activity Proposal
<b>DFS</b>	Decentralized Financial System
<b>D/G</b>	Democracy and Governance
<b>DHS</b>	Demographic and Health Survey
<b>EA</b>	Environmental Analysis
<b>ECOMOG</b>	ECOWAS Monitoring Group (West African peacekeeping force)
<b>EG</b>	Economic Growth Funds of USAID
<b>EPIQ</b>	Environmental Policy and Institutional Strengthening Indefinite Quantity
<b>EROS</b>	Earth Resources Observation Systems
<b>GRPA</b>	Government Results and Performance Act
<b>FAO</b>	United Nations Food and Agricultural Organization
<b>FFP</b>	Food For Peace
<b>FHI</b>	Family Health International
<b>FIAS</b>	Foreign Investment Advisory Services Group
<b>FP</b>	Family Planning
<b>FPLM</b>	Family Planning Logistics Management

<b>FSN</b>	Foreign Service National Employee
<b>FY</b>	Fiscal Year
<b>GDP</b>	Gross Domestic Product
<b>GOS</b>	Government of Senegal
<b>HNIS</b>	Health and Nutrition Institutional Strengthening
<b>HIV</b>	Human Immunodeficiency Virus
<b>HPN</b>	Health Population Nutrition
<b>IBRD</b>	International Bank for Reconstruction and Development
<b>ICASS</b>	International Cooperative Administrative Support Services
<b>IEC</b>	Information, Education and Communication
<b>IEE</b>	Initial Environment Examination
<b>IMF</b>	International Monetary Fund
<b>IRs</b>	Intermediate Results
<b>IRG</b>	International Resources Group
<b>ISRA</b>	<i>Institut Sénégalais de Recherches Agricoles</i> (GOS Agricultural Research Institute)
<b>IUDs</b>	Intra-Uterine Devices
<b>KAED</b>	Kaolack Agricultural Enterprise Development
<b>KAP</b>	Knowledge, Aptitudes and Practices
<b>KIR</b>	Key Intermediate Result
<b>LPG</b>	Loan Portfolio Guarantee
<b>MFDC</b>	Movement of Democratic Forces of Casamance
<b>MCH</b>	Maternal and Child Health
<b>MH</b>	Maternal Health
<b>MIS</b>	Management Information System
<b>MOH</b>	Ministry of Health
<b>MSH</b>	Management Sciences for Health
<b>NAP/CCD</b>	National Action Plan for the Convention to Combat Desertification
<b>NAWFA</b>	National Association of Women Farmers
<b>NEAP</b>	National Environmental Action Plan
<b>NGO</b>	Non-Governmental Organization
<b>NRM</b>	Natural Resource Management
<b>OE</b>	Operation Expense
<b>OIG</b>	Office Inspector General
<b>PDS</b>	<i>Parti Démocratique Sénégalais</i> (Senegalese Democratic Party)
<b>PMP</b>	Performance Monitoring Plan
<b>PVO</b>	Private Voluntary Organization
<b>REAP</b>	Regional Environmental Action Plans
<b>R4</b>	Results Review and Resource Request
<b>TFR</b>	Total Fertility Rate
<b>SDPs</b>	Service Delivery Points
<b>SGAs</b>	Sesame Growers' Associations
<b>SMEs</b>	Small and Medium Enterprises
<b>STD</b>	Sexually-Transmitted Diseases
<b>STI</b>	Sexually-Transmitted Infection
<b>URD</b>	<i>Union pour le Renouveau Démocratique</i> (Union for Democratic Renewal)

<b>USDH</b>	U.S. Direct Hire
<b>UNDP</b>	United Nations Development Program
<b>USG</b>	United States Government
<b>USGS</b>	United States Geological Survey
<b>WFA</b>	Weight-For-Age
<b>WHO</b>	World Health Organization
<b>WRA</b>	Women of Reproductive Age



**U.S. Agency for International Development  
USAID/Senegal**

March 17, 2000

**FROM:** Donald B. Clark, Mission Director

**TO:** The Assistant Administrator for Africa

I am pleased to submit herewith USAID/Senegal's 1999-2002 Results Review and Resource Request (R4) and accompanying annexes describing USAID's program results and prospects. The R4 presents the major results achieved during the first year of implementation of the Mission's Strategic Plan (CSP) for 1998-2006. It also includes the current status of the newly approved Special Objectives (SPOs) on education and rehabilitation of the Casamance region. The Mission's five objectives directly support U.S. national interests and the U.S. Mission goals as articulated in the FY 1999-2001 Mission Performance Plan (MPP).

FY 1999 was a year of reengagement and a transition year between the old and the new strategy. As part of this shift, USAID/Senegal: (a) built out-reach campaigns into each strategic objective thus simplifying and making more efficient our ability to respond to Senegal's needs and opportunities; (b) designed and implemented targeted transition activities; (c) identified and selected appropriate implementing partners; (d) established a performance monitoring system, including the completion of preliminary performance monitoring plans and procedures for performance data validation; and (e) intensively developed new SPOs for the education sector and the war-torn Casamance region. Prime contractors are now on board for two of our SOs and we are currently in the process of selecting partners for the third SO. Furthermore, USPSCs are on board to manage each of our two SPOs. In FY 2000, this transition from planning to implementation start-up will be complete.

During FY 1999, Senegal remained stable and the rainfall was the best in 25 years. Senegal's development context was generally favorable to achievement of our Strategic Objectives. Major staff turnover and staff orientations are now behind us, and we are convinced that remaining statement of works and contracting action will be finished quickly. Overall, implementation of USAID/Senegal's strategy, aimed at sustainable economic development through broadened social, political, and economic empowerment, is now on-track.

As we write this R4, Senegal is experiencing a truly unique moment in history; one that can push it forward toward democratic consolidation at a more rapid pace or, if high expectations are not met, bring profound skepticism to the population. As of mid-March 2000, all eyes are on how Senegal handles its second round Presidential Elections. Whether or not President Diouf stages a comeback, or the Socialist Party is out of power for the first time since the mid-1950s, Senegalese are now not just open to change, but demanding it. This is what USAID/Senegal discovered as it used a very participatory process in developing its FY 1998-2006 Strategic Plan. Thus, current Senegalese politics have clearly re-validated our SOs and our development approach. This is welcome news, as USAID/Senegal and the Senegalese need as much ammunition as possible in this country to address appalling poverty. The Mission provided targeted and very successful assistance in getting out the vote for the Presidential Elections, and we remain focused on the ultimate goal, sustainable long-term democracy and good governance development.

Based upon discussions with the AFR Bureau, the planned OYB funding level for the management

contract as a result of the approval of the new conflict resolution SPO is at least in theory increased from \$23.4 million to \$26.9 million per year. However, current OYB projections for FY 2000 and FY 2001 are only \$22.6 million and \$23.4 million respectively. Our resource requirements can be adequately met for about one year with our pipeline. However, additional funding beginning not later than FY 2001 will be necessary if we are to meet the objectives we have set out with you in our management contract. We will vigorously seek fallout funding and other funding (ESF, War Victims funds, Displaced Children and Orphans funds, etc.) even in FY 2000 in order to make up the shortfall. Despite the tremendous pressure on ESF funds for Africa, we believe that there is a good case for providing ESF funding for Senegal in FY 2001 and beyond. Responding to the Casamance conflict is our number one priority -- one that cuts across the portfolio. Access to ESF funding via the Africa Regional Democracy Funds (ARDF) will help to strengthen our regional foreign policy and democracy objectives in Senegal, The Gambia and Guinea-Bissau. ESF funding will make it possible to continue our leading role in the efforts to establish peace and stability in Ziguinchor and Kolda regions of Casamance, and increase assistance to long-suffering, displaced families. We will make this ESF resource request in the Mission Performance Plan (MPP) scheduled for submission late March 2000.

The Mission has not received the expected \$3.0 million in DA funds for the Casamance SPO in FY 2000. We are scheduled to receive \$1 million. We are "borrowing" funds, particularly scarce DG and EG funds, from other SOs to cover a portion of the shortfall this year. Since SPO2, approved late September 1999, has been added to our management contract, it is essential that the Mission receive additional DA funding for SPO2 in FY 2001.

DA pipelines at the end of FY 1999 averaged 15 months. We estimate end-of-year pipelines for FY 2000 and FY 2001 at 13 to 12 months, respectively. For FY 2002, end of year pipelines will range from 12 to 11 months. Given this situation, any significant reduction from our request will undermine our ability to meet our Management Contract. The Mission has rigorously reviewed the expenditure and pipeline levels. To ensure compliance with the 12-month forward funding guidelines, we will conduct budget reviews on a quarterly basis. We expect expenditures to increase substantially in FY 2001 with the arrival of institutional contractors for both SO1 and SO2 in early FY 2000. When necessary and feasible, the Mission will continue to transfer additional funds from SOs that have excessive pipelines to those that are falling short of funding.

In addition to a full plate for Senegal activities, USAID/Senegal has responsibility for: (a) all USAID-funded activities in four twin countries (Mauritania, Cape Verde, The Gambia and Guinea Bissau); (b) the West Africa regional health portfolio (with activities in at least four other non presence countries and as far away as Cameroon); (c) regional legal advisor support to all West Africa missions; and (d) regional contracting officer support to Guinea, Benin and Morocco. With such a broad portfolio and so many labor intensive activities just beginning, a lack of training opportunities, and ever-complex USAID processes, our in-house assessments reveal increasing management vulnerabilities. More OE funding would certainly help as we have reached the limit of what can be shifted over to program funding. Without an adequate OE budget, core OE-funded USDH and FSNs will be unable to keep up with changes in USAID/Senegal's statutory accountability requirements in finance, contracting and program management, as well as in the Agency's administrative standards. It is critical that US\$ OE and staffing for FYs 2001 and 2002 are at a minimum maintained at \$4.3 million and 14 USDHs, respectively.

**PART I:  
OVERVIEW AND FACTORS  
AFFECTING PROGRAM PERFORMANCE**

## **PART I: OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE**

**Introduction:** FY 1999 marked the first full year of implementation of USAID/Senegal's recently approved Country Strategic Plan (CSP). This result review confirms that the three Strategic Objectives (SOs) and the two newly approved Special Objectives (SPOs) are off to a good start. They directly contribute to the agency's sustainable development goal, and link well with the priority goals of the United States foreign policy in Senegal, as stipulated in the FY 1999-2001 Mission Performance Plan (MPP). As noted in the MPP, Senegal continues to be United States' most important Francophone partner in Sub-Saharan Africa, and the oldest ally on the continent. Key highlights of the Mission's accomplishments and the factors affecting program performance in FY 1999 are briefly presented below.

**Summary of Progress in Implementing the Country Strategic Plan:** During this period, the SO teams primarily concentrated on laying the groundwork for achieving future results. This groundwork includes: (a) initiating several implementation activities in almost all key result areas; (b) completing well specified preliminary Performance Monitoring Plans; (c) identifying implementing partners; and (d) implementing transition activities which bridge the terminated CSP. The overall assessment is that the Strategic Objectives are on-track this reporting period. However, due to delays encountered in the process of securing the services of the prime implementing partners, activity implementation, particularly under the Private Sector and Governance SOs, did not begin as quickly as hoped. Consequently, planned quantitative targets for 1999 could not be fully considered at this time. Currently, all SOs are re-engaged putting the necessary mechanisms in place to empower Senegalese people by providing them with unprecedented socioeconomic and political opportunities as envisaged within the framework of the new Decentralization Laws. There are no significant changes that would cause a change in our objectives.

**Most Significant Program Achievements:** In 1999, USAID assistance under SO1 culminated in an Investors' Roadmap Study which identified four general policy reform areas to encourage and facilitate investment in Senegal. The Donors' Working Group on Private Sector Issues in Senegal, led by the USG (first the U.S. Ambassador and later the USAID Director), has encouraged the Government of Senegal (GOS) to include these reforms in its policy reform agenda. The recommended reforms were incorporated into Senegal's Policy Framework Paper, and Policy Reform Actions to be undertaken during the 1999-2001 time frame. The SO1 team also selected a prime contractor late in 1999, applying the rules of full and open competition.

Under SO2, USAID intends to increase the ability of Senegalese to identify and prioritize local issues and mobilize resources at local levels to address their major concerns. In 1999, several activities under SO2 have shown solid progress. These include fostering productive debates to influence changes in the very sensitive land tenure law, and completion of the first Customer Satisfaction Survey, ever conducted in Senegal, that measures satisfaction of the population with government services. The primary implementing partners of SO2 arrived in Senegal in February 2000.

Under SO3, USAID seeks to improve reproductive health services through increased local participation in setting priorities and in financing activities, through more effective and innovative approaches, with the ultimate goal of increasing demand for, and use of, these services. Also, USAID continues its success in keeping the prevalence of HIV to only 1.4 percent – one of the lowest rates in Africa, we have also minimized the adverse socioeconomic effects of AIDS on Senegalese households, through our funding of counseling and outreach services. In addition, results from a pilot program in health financing have

been very positive in identifying innovative mechanisms for increasing community ownership of reproductive health activities. USAID is now preparing the way for implementation of new activities in collaboration with its long-term implementing partners, expected to be on the ground by early FY 2001.

Concerning the Mission's two new Special Objectives, USAID designed the programs and secured Washington approval for: (a) Education For Development And Democracy Initiative (EDDI/Senegal); and (b) Re-establishment of Conditions for Economic and Political Development in the Casamance. The current status of these two new Special Objectives is briefly presented in Annex 2.

### **Country Factors That Have Most Influenced Progress- Political and Economic:**

**Political Factors:** The political context in Senegal during the FY 99 period was dominated by the countdown and associated events related to the March 2000 Presidential elections. The election was particularly contentious, and focused on the desire for change. The Senegalese Socialist Party came to power before independence and Abdou Diouf continued this control of the Presidency since 1981.

The field of opposition leaders grew in FY99. In addition to long time opposition figure, Abdoulaye Wade, two prominent members of the Socialist Party, Djibo Leyti Ka, and Moustapha Niasse, have left the Socialist Party and each formed his own party. Whatever the results of the Presidential elections, FY00 will be marked by discontent at the results and/or a transition to new leadership. USAID's current strategy is flexible enough to respond to almost all political outcomes.

After the historic January 1999 meeting between President Diouf and the leader of the separatist Movement of Democratic Forces of the Casamance (MFDC), the internal talks of the rebellion movement hosted in Banjul (The Gambia) in June and July 1999, marked an historic turning point for the Casamance peace process. These talks and the end of the crisis in neighboring Guinea-Bissau presented an opportunity to end the conflict in Casamance, and paved the way for direct peace negotiations between the GOS and the MFDC. To support the peace process and to lay the groundwork for a progressive re-engagement of USAID's regular programming in this high-potential region, USAID is now initiating, through its SPO02, implementation of activities designed to foster the "Re-establishment of Conditions for Economic and Political Development in the Casamance".

**Economic Factors:** GDP growth in 1999 is estimated at about 5.1 percent, a modest decline from the robust growth rate of 5.7 percent recorded in 1998. However, Senegal's overall macroeconomic situation is still stable. The fiscal deficit is expected to hold steady at 2% of GDP. Inflation is estimated to remain at its 1998 level of around 2%. According to the GOS, the principal factor for the slowdown in the real growth rate was the chronic electric outages experienced during much of the year. Senegal's National Electric Company, was partially privatized recently, but it will take some time to overcome aging and poorly maintained equipment.

During the summer months, electricity shortfalls reached crisis proportions with cuts of up to 6-12 hours per day. Subsequently, new private investments, and production, particularly in the textile and food processing sectors declined. Thus, estimated contributions of these sectors to export earnings and overall real GDP growth for 1999 was less than expected.

In 1999, USAID has also made significant contributions to the preparation of a broad-based private sector strategy for Senegal. The GOS and the private sector collaborated with the Private Sector Donor Working Group in developing a very comprehensive and forward looking strategy. The strategy document presented the strategic framework, and also underscored the GOS's commitment to

withdraw completely from productive economic activities and its intent to promote private sector initiatives in all economic areas. The strategy was validated in a high-level National Seminar chaired by President Diouf in April 1999. During his opening remarks, the President endorsed the need for significant reforms of the GOS policies and procedures affecting the private sector and called upon the different branches of his Government to complete an action plan. The new GOS Strategic Framework provides ample opportunity for complementarity between USAID and others in future private sector related interventions.

**Overall Prospects for Progress Through 2002.** Overall prospects are good that Senegal and USAID will meet our respective performance targets for 2002. The direction and pace of continued peace process under the Casamance conflict will depend on the next President and government being elected in April 2000.

**Prospects for Closeout or Graduation.** Senegal is not considered a candidate for closeout or graduation from U.S. assistance in the near term.

## **PART II: RESULTS REVIEW**

**PROGRAM:** USAID/Senegal

**TITLE:** Sustainable Increases in Private Sector Income Generating Activities In Selected Sectors

**NUMBER:** 685-001-01

**Self-Assessment:** Overall, SO1 remained on-track through its first year of implementation. During this period, USAID played a key role in leading the private sector donor/GOS dialogue and has encouraged the GOS to implement already agreed upon key reforms. This effort has helped in setting the stage for effective implementation of actions in all specified results areas for the next period.

**Summary:** The Private Sector Strategic Objective (SO1) was designed to contribute to Senegal's private sector economic growth by improving the policy and regulatory environment, access to financial resources, and training opportunities in entrepreneurial and business skills. This SO has defined three key intermediate results.

SO1's ultimate customers include small and medium enterprises (SMEs), microenterprise associations, microenterprises, regional chambers of commerce, and regional chambers of handicrafts, banks, and decentralized financial services (DFS). SO1 directly contributes to USAID sustainable development goal #1 of "broad-based economic growth" by supporting Senegal's private sector development, and links well with three of the goals stipulated in the US Embassy 1999-2001 Mission Performance Plan (MPP). These goals are to: (1) increase the openness and attractiveness of the Senegalese economy to foreign investment and trade; (2) increase the volume of U.S. exports to Senegal and advocate the interests of the U.S. business community currently operating in Senegal; and (3) promote economic reform that encourages a dynamic private sector and leads to an increase in per capita income.

**Key Results:** USAID assistance under SO1 was designed to provide the essential ingredients for greater access to economic options and broader-based economic growth by building on the success of past USAID activities in policy reform, improved natural resources management (NRM), and overall private sector development. USAID will consider this objective met when there is: (1) improved legal, regulatory and policy environment; (2) increased access to financial services; and (3) improved technical and managerial practices are achieved.

**Performance and Prospects:** In 1999, SO1 focused on laying the groundwork for achieving future results. Several activities were initiated in the three key intermediate result areas, and the SO1 prime contractor, Chemonics International Inc., was competitively selected. Also, the USG-led donor coordination and subsequent dialogue has yielded good results during this period. USAID supported a continuing dialogue between the GOS and private sector representatives, which led the GOS to officially commit itself to address administrative barriers to private investment in Senegal



(see Table 1). Subsequently, USAID funded an Investors' Road Map Survey which was conducted by the World Bank's Foreign Investment Advisory Services Group (FIAS). Over forty specific measures were identified under the four reform areas: (a) general administrative approval; (b) specialized sector specific; (c) land acquisition and site development; and (d) operational policies. In February 1999, a workshop was held to discuss the FIAS draft report recommendations. As a result, the GOS has established in March 1999 the Steering Committee for Procedural and Administrative Reforms Related to Investment (COREFI), under the direction of the Prime Minister. The mandate of COREFI was to prepare an action plan for implementing agreed upon administrative reforms (see Table 2). SO1 funded study tours to Tunisia and Ghana for six members of COREFI to observe how these countries successfully remove barriers to private investment. Finally, COREFI produced an action plan of policy reforms to promote effective delivery of services to investors in Senegal (see Table 3). These recommendations became indicators of performance under the IMF 1999 Enhanced Structural Adjustment Facility (ESAF) and into Senegal's 2000/2001 Policy Framework Paper.

As part of our program to strengthen the judicial system, SO1 funding was also used to train more than two hundred Senegalese judges in commercial law and to allow one Court President to attend a seminar on corruption at the International Development Law Institute in Italy.

Under Key Intermediate Result 2, SO1 worked with the West African Banking Company (CBAO) to prepare their application for coverage by the centrally funded Loan Portfolio Guarantee (LPG) program. The LPG covers up to 50% of net loss on the principal of loans given by the participating bank up to a maximum of \$3 million. The LPG targets medium enterprises, with loans ranging from \$5,000 to \$150,000.

Under Key Intermediate Result 3, SO1 funded the Corporate Council on Africa (CCA) to manage a reverse trade mission of six Senegalese private business managers to the U.S. The objective was to promote U.S. investments in Senegal and increase two-way trade between the U.S. and Senegal. As a result, two joint venture contracts were signed in the fields of electricity supply and tele-services. Also, one American PVO involved in the fields of microfinance, health, environment and agribusiness intends now to open an office in Senegal.

In addition to KIR 2 and KIR 3 activities to be implemented principally by Chemonics, SO1 actions for FY2000 include: follow-up of the implementation of the COREFI action plan; support to Senegal's Trade Point Foundation (TPS) for training of more than 300 public and private sector agents involved in customs clearance; support to Senegal's Center for Arbitration, Mediation and Conciliation (CAMC) for training, outreach and computer equipment; funding for promoting efficient charcoal stoves to be implemented by Enterprise Works; and providing business skills training for members of the Business Associates Corporation (CNP). Also, in an effort to expand and sustain the decentralized financial systems (DFS), SO1 is funding an in-depth study to determine if the Group of Credit and Savings for Production (ACEP), a microfinance institution created and funded by USAID/Senegal from 1986 to 1993, should become a formal bank. The laws governing the microfinance sector are constraining ACEP's development. If the study reveals that the transformation is feasible, SO1 might support implementation of this transformation.

The application of the CBAO to the LPG was accepted in late December 1999. The LPG covers up to \$3 million in small loans. SO1 is working with the two other commercial banks to gain access to these loan guarantees.

**Possible Adjustments to Plans:** No adjustments are foreseen at this point.

**Other Donor Programs:** The World Bank, the IMF and France are the other leading donors aiding Senegal's private sector development. The World Bank funded programs encourage competition, liberalization of the sector, and reduction of energy costs. In 1997, the International Finance Corporation opened an office in Senegal to respond to SMEs financial needs. A joint IMF/IBRD team visited Senegal in December 1999 to assess Senegal's performance under the Structural Adjustment Program and review macroeconomic indicators. The IMF Executive Board of Directors will meet in February 2000 to consider the release of further financial support to Senegal. Other key donors include the African Development Bank, the West African Development Bank, Canada, Germany, and Italy. A private sector donor-working group chaired by USAID/Senegal Mission Director coordinates donor assistance for private sector development.

**Major Contractors and Grantees:** Chemonics International Inc. and EnterpriseWorks.

## Performance Data Tables

**SO1 Performance Data Table 1**

<b>Objective Name:</b> SO1: Sustainable Increases in Private Sector Income Generating Activities in Selected Sectors			
<b>Objective ID:</b> 685-001-01			
<b>Approved:</b> 06/98		<b>Country/Organization:</b> Senegal	
<b>Result Name:</b> Policy and Regulatory Framework Improved			
<b>Indicator:</b> GOS commitment to address administrative barriers to private sector investment			
<b>Unit of Measure:</b> Qualitative (Yes/No)	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
	1999	X	Yes
<b>Source:</b> GOS letter authorizing USAID to commission an Investors' Roadmap study (dated 10/98)			
<b>Indicator/Description:</b> Administrative barriers refer to necessary but redundant, lengthy, and costly steps required in completing investment proposal and business establishment process.			
<b>Comments:</b> The Investors' roadmap diagnosis identified the steps required of an entrepreneur to make an investment that is in full compliance with all laws, regulations, procedures, and institutional practices. GOS's agreement to undertake this diagnosis represented the initial step necessary to improve the business climate in Senegal. This was an interim indicator to measure the Government of Senegal's commitment to alleviate the administrative impediments to private investment. Future progress will be tracked using indicators such as the average time and costs associated with general and specialized approvals and operational requirements.			

**SO1 Performance Data Table 2**

<b>Objective Name:</b> SO1: Sustainable Increase in Private Sector Income Generating Activities in Selected Sectors			
<b>Objective ID:</b> 685-001-01			
<b>Approved:</b> 06/98		<b>Country/Organization:</b> Senegal	
<b>Result Name:</b> Policy and Regulatory Framework Improved			
<b>Indicator:</b> Establishment of a special commission to prepare an action plan for implementing agreed upon reforms			
<b>Unit of Measure:</b> Qualitative (Yes/No)	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> GOS Prime Minister’s Decree creating the Steering Committee for Procedural and Administrative Reforms Related to Investment (COREFI) dated March 11, 1999	1999	X	Yes
<b>Indicator/Description:</b> The establishment of the special commission was a response of the Government of Senegal to one of the recommendations of the Investors’ Roadmap Study. Agreed upon reforms refer to measures identified under the Investors’ Roadmap in the following 4 areas: general approvals, permits and licenses required by the business registration authority; special approvals required for certain types of businesses which are typically is issued by sectoral ministries; aspects of site development including land acquisition, building permits, utility provisions and environmental standards; and operational requirements related to foreign exchange control, import/export procedures and labor issues.			
<b>Comments:</b> This particular recommendation, regarding the establishment of a commission was highly supported by the USG led Private Sector Donor working Group. The Donor Group insisted that the treatment of the recommendations of the Investors’ Roadmap diagnosis be converted into a well-articulated action plan. Progress was measured by the GOS’s prompt action in establishing this reform commission. This is considered an interim indicator. Future progress will be tracked, using indicators such as the average time and costs associated with general and specialized approvals, and operational requirements.			

**SO1 Performance Data Table 3**

<b>Objective Name:</b> SO1: Sustainable Increase in Private Sector Income Generating Activities in Selected Sectors			
<b>Objective ID:</b> 685-001-01			
<b>Approved:</b> 06/98		<b>Country/Organization:</b> Senegal	
<b>Result Name:</b> Policy and Regulatory Framework Improved			
<b>Indicator:</b> Issuance of COREFI (Steering Committee for Procedural and Administrative Reforms Related to Investment) report identifying reform areas to promote delivery of effective services to investors			
<b>Unit of Measure:</b> Qualitative (Yes/No)	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> - Investors' Roadmap Workshop Proceedings dated 2/99. - Foreign Investment Advisory Services Group (FIAS) Final Report dated 3/99. - COREFI's report dated October 1999.	1999	X	Yes
<b>Indicator/Description:</b> The draft report from the Steering Committee for Procedural and Administrative Reforms Related to Investment represents the last key step in the preparation of an action plan and a move towards the implementation phase of this reform initiative. Reform areas refer to a series of agreed upon detailed reform recommendations under each of the 4 reform categories (general approvals, specialized approvals, site development and operational requirements).  Delivery of effective services refers to measures and provisions initiated to reduce cost of doing business, measured in terms of time or financial costs.			
<b>Comments:</b> This indicator was an interim measure of the extent of the GOS's concurrence with the proposed reforms, conclusions and recommendations identified by the USAID-funded Investors' Roadmap survey. Future progress will be tracked, using indicators in the PMP such as the average time and costs associated with general and specialized approvals, and operational requirements.			

**PROGRAM:** USAID/Senegal

**TITLE:** More Effective, Democratic, and Accountable Local Management of Services and Resources in Targeted Areas

**NUMBER:** 685-002-01

**Self-Assessment:** Overall, progress toward the SO is on-track. In light of the still-new SO framework and planned activities we are where we expected to be. These activities include implementation of changes in CBNRM program approach, issuance of grants to local NGOs and local leaders' associations, and the competitive selection of the implementation contractor (contract signed in February 2000).

**Summary:** The purpose of this Strategic Objective (SO) is to achieve more effective, democratic, and accountable local management of services and resources in targeted areas. This democracy and governance SO will increase the ability of Senegalese to identify and prioritize local issues and mobilize resources at local levels to address their major concerns. The SO builds upon the success of past USAID funded activities. These include, inter alia: (a) continuing to work with communities to help villagers develop land use management plans; (b) supporting local organizations to create new income generating activities; and (c) contributing to the implementation of the National Environmental Action Plan and helping the GOS Ministry of Agriculture national committee that coordinates actions to sustainably manage Senegal's natural resources. The SO directly contributes to the Agency Goal #2 "Sustainable Democracies Built" and Agency Goal #5 "Environment Managed for Long Term Sustainability." The SO directly contributes also to the Senegal FY 1999-2001 Mission Performance Plan following goals: "Foster growth of domestic institutions (independent judiciary, stronger legislature and a free media; ensure respect for HR specific concerns)" and "Promote the adoption of sustainable NRM practices". Key elements of the planned progress toward SO2 were: CBNRM activities and the decentralization of NRM decision making; assistance related to the February 2000 presidential elections; strengthening civil society; and increased understanding of the views and role of civil society in Senegal.

**Key Results:** USAID will consider this objective met when: (1) increased capacity of local institutions; (2) increased access to financial resources; (3) increased popular participation in the management and oversight of local affairs; and (4) more effective implementation of policies and regulations related to decentralization are achieved.

**Performance and Prospects:** During FY99, USAID/Senegal concentrated on on-going natural resource management (NRM) based activities implemented under the SECID cooperative agreement. Overall, fifteen Rural Communities (CR) participated in the NRM based activities. A CR groups 8 to 128 villages and is comparable to a county in the US. The CBNRM program started in October 1994 "to increase local community participation in the identification, planning, use and conservation of natural resources."

The approach adopted in 1997 changed the focus from the village to the CR level, enabling CBNRM to meet the requirements of the newly decentralized rural community context (see Table 1). This approach is now viewed as innovative and unique in Senegal. This shift in focus has meant that positive results have come somewhat slower than initially planned. Following the AG/NRM Impact Assessment (in May 1999), CBNRM has worked with the Mission, and has taken steps for guiding FY 2000 efforts at the CR level to strengthen human, technical, institutional and financial capacities to increase land use management and productivity through NR-based income generating activities. This will contribute to achieving KIR#1 and KIR#4.

USAID/Senegal also supported debates at regional level among local government members concerning proposed changes in the very sensitive land tenure law. Following the local population's dissatisfaction with the 1964 National Domain Law, the GOS issued a report that include three land tenure options. These options include: (1) the 1964 National Domain Law (or statu-quo); (2) the land privatization option; and (3) a combination of options (1) and (2). Local government leaders, for the first time ever, participated in the process of defining a new law related to one of their areas of responsibility (i.e. natural resources management). About 600 local leaders participated in the process of identifying feasible land reform options in all 10 regions of Senegal (see table 2). The broad awareness campaign on land tenure reform, which resulted from involvement of local leaders, provided a unique opportunity for the local populations to discuss their concerns about the 1964 law. The local leaders reached a consensus on their preferred option which was different from the GOS-favored land privatisation option, and submitted their recommendations to the GOS for its review before submission of a new law to the National Assembly. Overall, this contributed to increasing popular participation in the management and oversight of local affairs (KIR#3) and to enforcing the Decentralization Law and its related policies (KIR#4).

During 1999, a Customer Satisfaction Survey was completed under the direction of SO2, and the results were used to generate baseline data shown in Performance Data Tables 3 and 4. Concerning the Presidential elections, SO2 assisted eleven local NGOs, including most of the major human rights NGOs in Senegal. For the first time, they joined resources and efforts to undertake a major nation-wide public awareness program to promote broad-based voting. The Mission also signed a three-year grant with a local NGO, ENDA-GRAF, to provide decentralization assistance in twelve targeted communities. The purpose of the grant is to increase the local population's knowledge of decentralization laws and regulations, improve environment/natural resources management, and strengthen local organizational capacity.

As part of a continuing general NRM assistance, the USAID Mission in Senegal successfully supported the reformulation (recycling) of 110 tons of Sevin-4-oil, an obsolete pesticide stock, into a useable powder formulation. The pesticide was stocked in the country for some time and was a threat to the population health and the environment. The reformulated product has not only prevented adverse longer-term environment and health effects of the obsolete pesticides, but also enabled resource poor farmers to have access to a useable, environmentally safe and affordable product. The new carbaryl powder was widely used to control grasshoppers during the 1999-growing season, and was a value-added tool for leveraging food security. It is worth noting also that some neighboring Sahelian countries have already contacted this local chemical company to reformulate their stocks. Our assistance apparently has thus had broad regional impact, helping this firm become a regional expert in pesticide reformulation.

In 2000, USAID/Senegal's planned activities under SO2 include the following:

- a) Expanding SO2 decentralization activity implementation in selected regions;
- b) Collecting baseline data for the implementing contractor's activities; and
- c) Empowering villagers and enhancing civil society through training and technical assistance in NRM practices and technologies including bushfire control, literacy, community-based decision making, enterprise development and access to resources in selected local government areas.

**Possible Adjustment to Plans:** No adjustments are foreseen so far to this new program.

**Other Donor Programs:** The Government of Senegal passed a landmark Decentralization Law in 1996, marking a turning point in Senegal's devolution of authority and transfer of technical competence to local governments and new regional councils. Canada is the lead donor for coordination of decentralization programs. Canada's assistance focuses initially on fiscal discipline and financial transfers among levels of government, and training for the national association of newly elected regional officials. The European Union is providing equipment to the new local governing bodies as well as helping with information systems. France, upon whose governing system the Decentralization Law was modeled, is providing training and equipment. Other key donors include the United Nations Development Program, the World Bank, the Netherlands and Germany.

**Major Contractors and Grantees:** The Southeast Consortium for International Development (SECID) will provide assistance regarding NRM through 2001. ENDA-GRAF has been awarded a grant to provide technical assistance to twelve local development committees in November 1999. The SO2 implementing contract was signed in February 2000 with Associates in Rural Development Inc. (ARD).



## Performance Data Tables

**SO2 Performance Data Table 1**

<b>Objective Name:</b> More Effective Democratic and Accountable Local Management of Services and Resources in Targeted Areas			
<b>Objective ID:</b> 685-002-01			
<b>Approved:</b> 06/1998		<b>Country/Organization:</b> USAID/Senegal	
<b>Result Name:</b> More Effective Implementation of Policies and Regulations Related to Decentralization			
<b>Indicator:</b> Modification of the Community-Based Natural Resource Management (CBNRM) Program focus to meet requirements of the newly decentralized Rural Community context			
<b>Unit of Measure:</b> Qualitative (Yes/No)	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> Mid-term Evaluation of the Community-Based Natural Resource Management (CBNRM) Program dated May 1999.	1999	X	Yes
<b>Indicator/Description:</b> The approach adopted in 1997 changed the focus from the village to the rural community level, enabling CBNRM to meet the requirements of the newly decentralized rural community context. The change is aimed at responding directly to the priority NRM issues in the Land Use Management Plan (LUMP) which represents one of the sectoral plans at the Rural Community level as per the new decentralization law. The change also reflects a reorientation from working primarily with individuals to primarily working with local population groups in the Rural Community.			
<b>Comments:</b> This is an interim performance indicator to measure CBNRM’s programmatic shift in light of the Decentralization Law.			

**SO2 Performance Data Table 2**

<b>Objective Name:</b> : More Effective Democratic and Accountable Local Management of Services and Resources in Targeted Areas			
<b>Objective ID:</b> 685-002-01			
<b>Approved:</b> 06/1998		<b>Country/Organization:</b> USAID/Senegal	
<b>Result Name:</b> Better Informed and Strengthened Local Development Groups Concerned with Good Governance			
<b>Indicator:</b> Identification of feasible land tenure reform options for all regions in Senegal			
<b>Unit of Measure:</b> Qualitative (Yes/No)	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> - Synthesis report (Assessment of regional workshops on land tenure reform) – Association Conseil pour l’Action (ACA), November 1999. - National workshop report on land tenure reform- Association Conseil pour l’Action (ACA), December 1999.	1999	X	Yes
<b>Indicator/Description:</b> The GOS issued a report that includes land tenure system options for a land tenure reform. These options include: (1) the 1964 National Domain Law (or statu-quo); (2) the land privatization option; and (3) a combination of options (1) and (2). The three options were discussed by local leaders in each of the 10 regions of Senegal to identify feasible options at the regional level. Then, the local leaders met at a national conference to reach a consensus on feasible land tenure options. The recommendations reflecting the consensus reached at the conference have been submitted to GOS.			
<b>Comments:</b> This is an interim indicator to measure the participation of local leaders and their constituencies in the formulation of national law and policies related to land tenure issues.			

**SO2 Performance Data Table 3**

<b>Objective Name:</b> More Effective Democratic and Accountable Local Management of Services and Resources in Targeted Areas			
<b>Objective ID:</b> 685-002-01			
<b>Approved:</b> 06/1998		<b>Country/Organization:</b> USAID/Senegal	
<b>Result Name:</b> More Effective Democratic and Accountable Local Management of Services and Resources in Targeted Areas			
<b>Indicator:</b> Proportion of Citizens in Communautés Rurales (CRs) & Communes d'Arrondissement (Communes) who report satisfaction with the service delivery performance of the Rural and Communal Councilors			
<b>Unit of Measure:</b> Percent (%) of citizens. The denominator comprises all the citizens as defined above, while the numerator comprises those citizens expressing satisfaction.	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> SO Team projection on the basis of a major survey entitled "Senegal Customer Satisfaction Survey," dated 20 December 1999	1999	-	35%
	2001	40%	
	2003	45%	
	2005	50%	
<b>Indicator/Description:</b> - Citizens are defined as all the resident people in targeted CRs and Communes, aged 15 years and above. - Services delivered by Rural and Communal Councilors to citizens in targeted CRs and Communes include but not limited to management of local natural resource base; design and implementation of local development plans and projects; planning for provision or causing provision and maintenance of basic infrastructure; promotion of local economic initiatives; garbage collection; provision or causing provision of training, publication of studies/audits results; etc.			
<b>Comments:</b> A baseline of 35% was established through the "Senegal Customer Satisfaction Survey", completed in December 1999.			

**SO2 Performance Data Table 4**

<b>Objective Name:</b> More Effective Democratic and Accountable Local Management of Services and Resources in Targeted Areas			
<b>Objective ID:</b> 685-002-01			
<b>Approved:</b> 06/1998		<b>Country/Organization:</b> USAID/Senegal	
<b>Result Name:</b> Increased Popular Participation in the Management and Oversight of Local Affairs			
<b>Indicator:</b> Proportion of local citizens who report increased consultations by local governments (LG) units in decision-making			
<b>Unit of Measure:</b> Percent (%) of local citizens. The denominator consists of all citizens living in the targeted LG areas, while the numerator consists of those citizens that reported their involvement in the design and review of existing local development plans and the annual budgets during the year under review.	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> SO Team projection on the basis of a major survey entitled "Senegal Customer Satisfaction Survey," dated 20 December 1999.	1999	-	5%
	2001	20%	
	2003	25%	
	2005	30%	
<b>Indicator/Description:</b> - Local Governments (LG) Units refer to the Regional, Communal and Rural Councils. - Consultation is defined as the use by local government of established mechanisms for inviting citizen groups participation in the decision-making process of an LG Unit (with citizens of 15 years of age and older). These mechanisms include popular assemblies, open Council sessions, for debates, coordination working group meetings, etc. Consultation with citizen groups is determined by the level of involvement of LGOs, NGOs, local private sector and/or their individual members in designing and reviewing local development plans and the recurring budgets.			
<b>Comments:</b> A baseline of 5% was established on the basis of the Senegal "Customer Satisfaction Survey" completed in December 1999.			

**PROGRAM:** USAID/SENEGAL

**TITLE:** Increased and Sustainable Use of Reproductive Health (Child Survival, Maternal Health, Family Planning, and Sexually Transmitted Infections/AIDS) Services in the Context of Decentralization in Targeted Areas

**NUMBER:** 685-003-01

**Self-Assessment:** Overall, SO3 is on-track in meeting its targets during this transition year. The ongoing program lays the foundation for new activities scheduled for implementation by five long-term technical assistance partners. The long-term partners will replace approximately twelve partners currently implementing the program.

**Summary:** This SO contributes to the Agency Goal #4, World Population Stabilized and Human Health Protected, and its related objectives addressing the demographic and health-related constraints to sustainable economic development of Senegal. As such, the SO fits into the Mission Performance Plan to promote US national interests by stabilizing population growth, protecting human health, and reducing the spread of infectious diseases. This SO has been developed to: (a) take advantage of new opportunities created by Senegal's 1996 Decentralization Laws; and (b) respond to the limited access to quality health services for women and children particularly in rural areas. It seeks to improve Reproductive Health (RH) services through increased local participation in planning and financing activities, and through more effective and innovative approaches to improving quality, with the ultimate goal of increasing demand for, and use of, these services. Three Key Intermediate Results (KIRs) were identified to monitor the SO achievement: KIR1, Improved Access to Quality RH services; KIR2, Increased Demand for Quality RH services; and KIR3, Increased Financing of Health Services from Internal Sources.

The ultimate customers include: (a) persons of reproductive age (especially mothers) and children under five; (b) groups with potential high-risk sexual behavior including Commercial Sex Workers (CSW), truckers, migrants, male laborers, and secondary school students; (c) health care providers; and (d) local communities, grassroots organizations, NGOs, political and religious opinion leaders. Under this SO, Child Survival and Diseases (CSD) funds are used to support activities in diarrhea disease management, the Integrated Management of Childhood Illnesses (IMCI), Minimum Integrated Nutrition Package (Minpak), and the social marketing of condoms. Development Assistance (DA) funds are used to increase access to, and use of, Family Planning (FP) and prenatal services and to support a pilot project on local participation in health financing.

**Key Results:** Overall, USAID has achieved its targets in increasing use of RH services. FP has gained acceptance and continues to do so in political as well as religious circles as a result of IEC activities aimed at increasing general awareness as well as political and religious involvement. Emphasis on rural FP service delivery has reduced the rural-urban gap and "men as partners" activities have increased FP acceptance by men.

USAID activities made significant advances in expanding key child survival programs. Particular success has been evident in the development and extension of community-based nutrition programs. This was complemented by improved service delivery and information on diarrhea disease management, resulting in increased ORS use. Through the National AIDS Control Program, USAID supported a broad network of local NGOs and associations to promote behavior change and condom use. The early and intensive IEC campaigns have been critical in limiting the spread of the disease in Senegal, which was recently cited as a model in HIV/AIDS prevention by UNAIDS. Results from a pilot

program in health financing have been very positive in identifying innovative mechanisms for increasing community ownership of RH activities. This has built upon recent decentralization reforms, which have significantly changed the financial and technical roles and responsibilities at the local level. USAID activities have encouraged collaboration between local elected officials and health technicians and have targeted mayors to allocate adequate financial resources to health activities.

**Performance and Prospects:** Table 1 shows that the proportion of women reporting at least three prenatal visits compares favorably to the baseline (53.9 %) and the target (57.2 %). In its intervention zones, USAID trained health personnel, equipped facilities, and financed supervision; yet access to quality health services is limited particularly in rural areas where services delivery points, if any, are difficult to reach.

Activities conducted by BASICS resulted in an increased use of ORS. Table 2 shows that use of ORS in children under five increased by 62 % during the 1996-1999 period. The 1999 result (16.2 %) exceeded the target of 15.0 %. Kaolack leads the regions in its achievements where ORS use doubled in 1999, up from 8.9 %. This achievement is attributed to refresher courses and awareness campaigns on diarrhea disease management.

Communications for behavior change and condom promotion are the major components of the HIV/AIDS program. Knowledge of appropriate means to prevent HIV/AIDS transmission has increased among the general population. Table 3 shows that 49.8% of men and 30.5% of women aged 15-49 years cited condom as a means to prevent HIV/AIDS transmission. These figures represent an 11 % increase for men and a 3 % increase for women from 1998 to 1999. While there is a significant gender difference in the general population, there is only a minor gender gap among target groups. For instance, in 1998, 63% of female students, 64% of male students, 86.4% of female workers, and 94.4% of male workers knew of effective means to prevent HIV/AIDS.

The USAID-funded pilot project fostering participation of the local governments in the planning and financing of health care activities has been successful. In 1999, local contributions in the form of tax revenues represented 8.7 % of the operating budgets at the health district level. In fact, the actual contribution of local tax revenues increased by 39 % from 1998 to 1999. This significant increase is a direct outcome of this USAID pilot project, and is consistent with requirements of the new decentralization laws. While this is a laudable step towards increased financing of health activities by local governments, their actual per-capita contributions represent only US\$ 0.25. This clearly illustrates the need to continue support for developing innovative mechanisms to ensure health financing at the local level.

The pace and scope of expanding the pilot project and associated activities will increase when long-term technical assistance partners arrive. Technical assistance will be focused on improving existing peripheral health delivery mechanisms and strengthening local management capabilities through training, supervision, and monitoring. Participating local governments will also receive USAID-grants to match their own local tax contributions as an incentive mechanism for sustaining local health financing. USAID will also support the integration of contraceptives into the Bamako Initiative, as well as the introduction of pills into the social marketing program. The expected results from these decisions will be a gradual shift to local financing of certain contraceptives by the year 2006 and the expansion of the availability of quality contraceptive methods around the country.

**Possible Adjustment to Plans:** No adjustments to this program are foreseen at present.

**Other Donor Programs:** Approximately twenty other bilateral and multilateral donors, including the World Bank, Japan, France, and the European Union, are also contributing to the health sector in Senegal. Over the 1998-2002 period, it is estimated that the GOS will cover about 60% of its planned health budget by providing human and material resources, while donors will fund about 30% of this budget, mostly for preventive health and family planning. Cost-recovery systems are expected to contribute the remaining 10%.

**Major Contractors and Grantees:** Implementers of 1999 transition activities included: BASICS, JHPIEGO, CSM, MACRO, BUCEN, FPLM, AVSC, POLICY, PHR, PCS, FPMD, and IMPACT through the field support mechanisms. USAID will sign one long-term technical assistance contract and two new Cooperative Agreements, and will continue collaboration with two Global Bureau projects, BASICS II and CSM. The other field support partners will close out their activities by September 30, 2000.

**Performance Data Tables:** The Performance Monitoring Plan (PMP) is still preliminary, and will be revised when the long-term technical assistance partners are on board. Therefore, different indicators may be reported to accurately tell the story and to comply with data periodicity in future R4s. Once the PMP is “finalized”, the full set of performance data tables will be submitted to both the Senegal Desk Office and AFR/DP/POSE. USAID intends to collect monitoring data through its implementing partners and direct surveys, if the protracted data strike (called by the civil service unions of MOH since 1997) continues in the future.

## Performance Data Tables

**SO3 Performance Data Table 1**

<b>Objective Name:</b> Increased and Sustainable Use of Reproductive Health Services (Child Survival, Maternal Health, Family Planning, and Sexually Transmitted Infections/AIDS) in the Context of Decentralization in Targeted Areas			
<b>Objective ID:</b> 685-003-01			
<b>Approved:</b> 06/98		<b>Country/Organization:</b> Senegal	
<b>Result Name:</b> Increased and Sustainable Use of Reproductive Health Services (Child Survival, Maternal Health, Family Planning, and Sexually Transmitted Infections/AIDS) in the Context of Decentralization in Targeted Areas			
<b>Indicator:</b> Proportion of women receiving at least three prenatal consultations in USAID intervention zones			
<b>Unit of Measure:</b> Percent of women reporting pregnancy within 5 years	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> 1996: Demographic and Health Survey (DHS)  1999: Health Indicator Survey (ESIS99)	1996 (B)		53.9
	1999	57.2	60.9
	2002	67.2	
	2006	77.7	
<b>Indicator/Description:</b> Women reporting at least three prenatal visits during last pregnancy within five years. A prenatal consultation is a required visit of a pregnant woman with medically-trained personnel (persons with midwifery skills, including trained auxiliary health personnel/birth attendants, who can manage normal deliveries and diagnose and refer obstetric complications) for reasons related to pregnancy. USAID has intervened in the regions of Fatick, Kaolack, and Louga.			
<b>Comments:</b> (B) stands for baseline. These data are preliminary ESIS99 results and represent averages from three regions in USAID-intervention zones. The population-based surveys, which provide such information, are conducted at least every three years.			



**SO3 Performance Data Table 2**

<b>Objective Name:</b> Increased and Sustainable Use of Reproductive Health Services (Child Survival, Maternal Health, Family Planning, and Sexually Transmitted Infections/AIDS) in the Context of Decentralization in Targeted Areas			
<b>Objective ID:</b> 685-003-01			
<b>Approved:</b> 06/98		<b>Country/Organization:</b> Senegal	
<b>Result Name:</b> Increased and Sustainable Use of Reproductive Health Services (Child Survival, Maternal Health, Family Planning, and Sexually Transmitted Infections/AIDS) in the Context of Decentralization in Targeted Areas			
<b>Indicator:</b> Proportion of diarrhea cases in children under age 5 treated with Oral Rehydration Salts (ORS), in USAID intervention zones			
<b>Unit of Measure:</b> Percent of mothers whose children under 5 had diarrhea during 2 weeks prior to survey	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> 1996: Demographic and Health Survey (DHS)  1999: Health Indicator Survey (ESIS99)	1996 (B)		10.0
	1999	15.0	16.2
	2002	26.0	
	2006	50.0	
<b>Indicator/Description:</b> Mothers reporting that their children under 5 had diarrhea during two weeks prior to survey and were treated with ORS. USAID has intervened in the regions of Fatick, Kaolack and Louga.			
<b>Comments:</b> (B) stands for baseline. These data are preliminary ESIS99 results and represent averages from three regions in USAID-intervention zones. The population-based surveys, which provide such information, are conducted at least every three years.			

**SO3 Performance Data Table 3**

<b>Objective Name:</b> Increased and Sustainable Use of Reproductive Health Services (Child Survival, Maternal Health, Family Planning, and Sexually Transmitted Infections/AIDS) in the Context of Decentralization in Targeted Areas			
<b>Objective ID:</b> 685-003-01			
<b>Approved:</b> 06/98		<b>Country/Organization:</b> Senegal	
<b>Result Name:</b> Increased Demand for Quality Reproductive Health Services			
<b>Indicator:</b> Proportion of men/women who cite condoms as a means to prevent AIDS transmission, in USAID intervention zones			
<b>Unit of Measure:</b> Percent of men/women who can cite condoms as a means of preventing AIDS transmission	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> 1996: Demographic and Health Survey (DHS)  1999: Health Indicator Survey (ESIS99)	1996 (B)		Male:44.6 Female:29.1
	1999	Male:44.8 Female:29.7	Male:49.8 Female:30.5
	2002	Male:62 Female:48	
	2006	Male:78 Female:66	
<b>Indicator/Description:</b> Among men/women who know what AIDs is, those who can cite condoms as a means of preventing AIDS transmission. Measurement will be in the USAID’s areas of intervention, five out of Senegal’s ten regions, which are Dakar, Fatick, Kaolack, Louga and Thies.			
<b>Comments:</b> (B) stands for baseline. These data are preliminary ESIS99 results and represent averages from three regions in USAID-intervention zones. The population-based surveys, which provide such information, are conducted at least every three years.			

**SO3 Performance Data Table 4**

<b>Objective Name:</b> Increased and Sustainable Use of Reproductive Health Services (Child Survival, Maternal Health, Family Planning, and Sexually Transmitted Infections/AIDS) in the Context of Decentralization in Targeted Areas			
<b>Objective ID:</b> 685-003-01			
<b>Approved:</b> 06/98		<b>Country/Organization:</b> Senegal	
<b>Result Name:</b> Public Resources Allocated to Health Increased in Real Terms			
<b>Indicator:</b> Local governments' contribution to the annual operating budget of health districts			
<b>Unit of Measure:</b> Percent of the annual operating budget of health districts	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> USAID/Partnerships for Health Reform (PHR)	1998 (B)		7.7
	1999	8.5	8.7
	2000	9.5	
	2001	10.5	
	2002	11.5	
	2003	12.5	
	2004	13.5	
	2005	14.5	
	2006	15.5	
<b>Indicator/Description:</b> The operating budget includes the recurrent expenses for telephone, drugs, electricity, fuel, water, training, medical education, supervision, office supplies, maintenance, personnel, and miscellaneous.  The Ministry of Health defines the health district as an administrative and technical structure that groups together a set of satellite health huts and health posts around a health center to provide services to a defined geographical area of roughly 100,000 – 150,000 population.  A local government refers to a town or rural council. It uses local tax revenues to support social services.			
<b>Comments:</b> (B) stands for baseline. To achieve the above results, USAID has implemented new and innovative mechanisms for increasing local government participation in health financing. Eventually, 29 health districts will benefit from this program implemented for a 2-year period per health district. The steady annual increases in local government’s contributions have high transaction costs until the process is institutionalized. For instance, the allocation may decline due to difficulties in the collection of local tax revenues. In this respect, setting target is one of the most challenging tasks.			

**PART III:  
RESOURCE REQUESTS**

## Financial Plan

From FY 1998-2000, USAID Senegal Development Assistance (DA) levels averaged \$21.0 million as opposed to the approved annual management contract level of \$23.4 million (excluding EDDI and Casamance funding). In FY 1999, DA levels amounted to \$29.3 million, including \$3.0 million for the Re-Establishment of Conditions for Economic and Political Development in the Casamance SPO (685-009-01), \$3 million for SPO EDDI, and \$9.8 million in Field Support funding for Health, Population and Child Survival activities managed by the Global Bureau. For FY 2001, the Mission is requesting \$23.4 million DA and \$5.0 million Economic Support Fund (ESF), for a total of \$28.4 million. For FY 2002, the Mission is requesting \$28.5 million DA and \$5.0 million through the Africa ESF Regional Democracy Fund (ARDF).

Based upon discussions with the AFR Bureau, the planned DA funding level for the revised management contract is \$26.9 million per year. The availability of DA pipeline will permit expenditure levels in the range of \$25.9 million per year, at least through FY 2001 or 2002. At the end of FY 2001, however, we will no longer have sufficient funding to cover projected 12 months of expenditures. To ensure compliance with the new 12-month forward funding guidelines, the Mission has established systems to conduct expenditures and pipeline reviews on a quarterly basis.

Through the Mission Performance Plan (MPP), we will also request approximately \$5.0 million of ESF funding in FY 2001 via the Africa Regional Democracy Funds (ARDF). Pending approval from Washington, these additional funds will be obligated into special or strategic objectives whose needs cannot be met from the FY 2000 allotments. Until a solution is found to our funding shortfall, the Mission will continue to “borrow” funds from our various SOs.

Mission funding decisions are based on pipeline analyses of expenditure projections for each SO. We have also factored in start-up disbursement rates based upon our prior experience. The Mission had an excess pipeline of approximately \$25.1 million at the end of FY 1999. Expenditure rates are expected to accelerate significantly in FY 2000, reducing the pipeline to slightly more than the 12 months at the end of FY 2000. The pipeline at the end of FY 2000 is projected to be 19% below the projected expenditures of FY 2001. At the end of FY 2001, the pipeline is expected to be 39% below FY 2002 projected expenditures.

*SO1 (Sustainable Increase of Private Income Generating Activities in Selected Sectors):* The Mission is receiving \$6.073 million in FY 2000, and requesting \$5.275 million (all Economic Growth) in FY 2001 and \$9.1 million (all Economic Growth) in FY 2002. In FY 2000, the Mission received only \$6.0 million of the planned \$9.0 million in DA funds needed to meet business and microenterprise development commitments. Thus, we plan to cover this shortfall from an increased OYB in FY 2002. Estimated pipeline at the end of FY 2000, 2001, and 2002 will all be below the 12-month forward funding limitation.

*SO2 (More Effective Democratic and Accountable Local Management of Services and Resources in Targeted Areas):* The Mission is requesting \$5.3 million in FY 2000 (\$2.6 million for Environment and \$2.7 million for DG), \$5.9 million in FY 2001 (\$3.2 million for Environment and \$2.7 million for DG), and \$9.0 million in FY 2002 (\$5.0 million for Environment and \$4.0 million for DG). While the estimated pipeline at the end of FY 2000 will exceed the forward funding limitation, expenditure rates are expected to accelerate significantly in FY 2001 and bring the pipeline to a level below the 12-month

forward funding limitation.

*SO3 (Increased and Sustainable Use of Reproductive Health Services in the Context of Decentralization in Target Areas):* In FY 2000, the Mission is receiving \$9.1 million DA/CSD/POP. The Mission also will receive in FY 2001 an additional \$4.7 million in HIV/AIDS funds which exceed what the Mission had originally planned. The Mission would have preferred additional POP or CSD funds. Due to the surplus of HIV/AIDS funding that the Mission is taking this year, we anticipate only taking about \$1.9 million in FY 2002. For FY 2002, the Mission is requesting \$10.3 million (\$4.9 million DA/POP and \$5.4 million DA/CSD). The estimated pipeline at the end of FY 2000 will be only slightly above the 12-month forward funding limitation. At the end of FY 2001 and 2002, the pipeline will be below the 12-month forward funding limitation.

*SPO1 (Improve the Basic and Vocational Education for Girls and Women in Senegal):* In FY 1999, the Mission received \$3.0 million (all in CSD account for basic education for children). However, since adult literacy programs do not qualify for funding under the CSD, we will request an additional \$1.0 million DA in FY 2000 from EDDI to cover adult literacy which is an important theme under EDDI/Senegal.

*SPO2 (The Re-Establishment of Conditions for Economic and Political Development in the Casamance):* SPO2 will receive \$1.0 million from the promised \$3.0 million in DA funding in FY 2000. To cover this shortfall in funding, the Mission “borrowed” \$1.0 million in DA from SO1. For FY 2001, it is critical that this \$10.0 million three-year program be fully-funded to stay in sync with the ongoing fragile peace process in the Ziguinchor and Kolda regions. To provide partial relief to the DA funding shortages in SPO2, the Mission is requesting War Victims Fund or the Displaced Children and Orphans Fund (DCOF) funds for FY 2000. These funds will enable the Mission to provide some prosthetics and orthopedics assistance, small landmine awareness activities, and psycho-social counseling.

**Linkage with Centrally Funded Mechanisms.** Only SO3 requests Field Support. The Mission is requesting \$3.9 million in FY 2000, \$1.8 million in FY 2001, and \$1.7 million in FY 2002 in Global Field Support to cover commodities and technical assistance in such key areas as contraceptive procurement, logistics, communications, social marketing, policy planning and operations research. The amounts requested are significantly lower than our Global Field Support funding request of previous years.

## Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2001		FY 2002	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO3 Increased and Sust. Use of Reproductive Health Services (CS, MH, FP, and STI/AIDS)	936-3080-03 WHO Polio Eradication	Medium-High			150		150
	936-3085 Commercial Market Strategies	Medium-High			500		400
	936-3093.02 Michigan Fellows	Medium-High			150		150
	936-5970.03 CEDPA/TAACS	Medium-High			250		250
	936-3057 Contraceptive Procurement	High			800		800
<b>GRAND TOTAL.....</b>					1,850		1,750

\* For Priorities use high, medium-high, medium, medium-low, low

## WORKFORCE AND OE

**Financial and Human Resource Requirements.** For fiscal years 2001 and 2002, USAID/Senegal will require the following levels of financial and human resources to be able to manage our program responsibly, achieve the results described in this R-4 submission and effectively implement our strategy:

<b>Financial Resources (in '000)</b>	<b>FY 2000</b>	<b>FY2001</b>	<b>FY2002</b>
Dollar O.E. (includes ICASS)	\$4,000.0	\$4,314.0	\$4,314.0
Trust Funds	\$0.0	\$0.0	\$0.0
<b>Total O.E. Resources (in millions)</b>	<b>\$4,000.0</b>	<b>\$4,314.0</b>	<b>\$4,314.0</b>
ICASS (included in Total OE)	\$810.0	\$893.0	\$930.0
<b>Human Resources</b>			
USDH	14	14	14
Non-USDH	108	108	108

**Staffing and OE.** It is critical that US\$ OE and staffing for FYs 2001 and 2002 are maintained at \$4.314 million and 14 USDHs, respectively. Of the 14 USDH positions, only one is vacant at this time.

This position will be used for the GDO/Environmental Specialist position that we are seeking to fill at this time. Mission internal vulnerability assessments have revealed potential problems with Mission administration due to both old and new staff not being up to date with requirements in their jobs. Additional staff training is now a necessity, not a luxury in the areas of financial accounting, contracting, and programmatic management.

USAID/Senegal's budget request for Fiscal Years 2001 and 2002 has been straight-lined as per instructions. While taking into account the straight-line concept, the Mission also needed to budget for two Special Objectives, regional West African legal and contracting responsibilities, "twinning" responsibilities with four countries, additional mandated ADP equipment, and rising ICASS costs.

We are planning to analyze ICASS costs to determine the most effective ways to reduce costs in selected cost centers. The Mission will need to keep USAID/W support visits to a minimum as well as Regional and in-country travel. In order to address the additional demand on funds to give the adequate support to the newly transferred responsibility for the Family Health and Aids (FHA) program, the Mission will need to further refine its travel budget unless additional funds are allocated for this responsibility. The coverage for the four twinned countries will need to be closely examined so as not to exceed our budgetary limitations. The purchase of office and residential NXP and the replacement of over-aged vehicles although necessary, cannot be met within the parameters of the current budget. Necessary training to keep current on newly developing approaches in the management and implementation of the strategy, as well as in the support functions will be kept at a minimum and in line with prior periods. We will continue to restrict the purchase of expendable supplies.

**Relocation of USAID Office.** USAID's location in the Mbacke Building continues to be a great security concern. We have been told to move from this building as quickly as possible, and have been actively trying to locate suitable space elsewhere.



For security reasons, approximately 30% of the Mbacke building has been vacated. Thus, the Mission is currently paying for expensive, unused space. Although this security measure has not resulted in extra costs for additional office space (i.e., we squeezed into smaller space), it has resulted in additional costs for alternative residential space (the Mbacke building include 3 full apartments and a TDY apartment).

We recently located a commercial building which appears to be promising as a possible interim facility. However, the long-term plan continues to be to locate and secure property to build a compound for USAID/US Embassy collocation which will not happen for several years (at best). We have submitted the required information to USAID security for review, and are awaiting approval by USAID and State Department security groups to move forward with our interim move plan. If we receive these approvals, the next step would be to secure supplemental funding to support the move and all related costs. We are in daily contact with STATE and will keep USAID/Washington updated on the progression on these discussions.

## FY 2000 Budget Request by USAID/SENEGAL

Fiscal Year: 2000

Program/Country: USAID/Senegal

Approp: DA/CSD

Scenario:

S.O. # , Title		FY 2000 Request													Est. S.O. Pipeline End of FY2000
	Bilateral/Field Spt	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expenditures	
SO 1: Sustainable Increases in Private Sector Income-Generating Activities in Selected Sectors															
	Bilateral	6,073		6,073				0						7,500	11,372
	Field Spt	6,073	0	6,073	0	0	0	0	0	0	0	0	0	7,500	11,372
SO 2: More Effective, Democratic & Accountable Local Management of Services Resources in Targeted Areas															
	Bilateral	5,380										2,635	2,745	7,029	6,618
	Field Spt	5,380	0	0	0	0	0	0	0	0	0	2,635	2,745	7,029	6,618
SO 3: Increased and Sustainable Use of Reproductive Health (Child Survival, Maternal Health, Family Planning, and STD/AIDS) Services in the Context of Decentralization in Targeted Areas															
	Bilateral	5,140					790	1,750		2,600				7,565	814
	Field Spt	3,960					1,910	950		1,100				15,405	0
		9,100	0	0	0	0	2,700	2,700	0	3,700	0	0	0	22,970	814
SPO2 The Re-Establishment of Conditions for Economic and Political Development in the Casamance															
	Bilateral	2,000		1,147								353	500	1,500	3,500
	Field Spt	0													
		2,000	0	1,147	0	0	0	0	0	0	0	353	500	1,500	3,500
SO 5:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		18,593	0	7,220	0	0	790	1,750	0	2,600	0	2,988	3,245	0	0
Total Field Support		3,960	0	0	0	0	1,910	950	0	1,100	0	0	0	0	0
<b>TOTAL PROGRAM</b>		<b>22,553</b>	<b>0</b>	<b>7,220</b>	<b>0</b>	<b>0</b>	<b>2,700</b>	<b>2,700</b>	<b>0</b>	<b>3,700</b>	<b>0</b>	<b>2,988</b>	<b>3,245</b>	<b>38,999</b>	<b>22,304</b>

FY 2000 Request Agency Goal Totals	
Econ Growth	7,220
Democracy	3,245
HCD	0
PHN	9,100
Environment	2,988
Program ICASS	273
GCC (from all Goals)	0

FY 2000 Account Distribution (DA only)	
Dev. Assist Program	16,123
Dev. Assist ICASS	243
Dev. Assist Total:	16,366
CSD Program	6,400
CSD ICASS	30
CSD Total:	6,430

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account. (\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

# FY 2001 Budget Request by USAID/SENEGAL

Fiscal Year: 2001 Program/Country: USAID/Senegal

Approp: DA/CSD

Scenario:

S.O. # , Title															
FY 2001 Request															
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2001
SO 1: Sustainable Increases in Private Sector Income-Generating Activities in Selected Sectors															
	Bilateral	5,275	525	4,750				0						8,500	8,147
	Field Spt														
		5,275	525	4,750	0	0	0	0	0	0	0	0	0	8,500	8,147
SO 2: More Effective, Democratic & Accountable Local Management of Services Resources in Targeted Areas															
	Bilateral	5,916										3,209	2,707	6,530	6,004
	Field Spt														
		5,916	0	0	0	0	0	0	0	0	0	3,209	2,707	6,530	6,004
SO 3: Increased and Sustainable Use of Reproductive Health (Child Survival, Maternal Health, Family Planning, and STD/AIDS) Services in the Context of Decentralization in Targeted Areas															
	Bilateral	8,377					1,920	2,007		4,450				7,586	1,605
	Field Spt	1,850					1,350	250		250				1,850	0
		10,227	0	0	0	0	3,270	2,257	0	4,700	0	0	0	9,436	1,605
SPO2 The Re-Establishment of Conditions for Economic and Political Development in the Casamance															
	Bilateral	2,000	500				500					500	500	3,000	2,500
	Field Spt	0													
		2,000	500	0	0	0	500	0	0	0	0	500	500	3,000	2,500
SO 5:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		21,568	1,025	0	0	0	2,420	2,007	0	4,450	0	3,709	3,207	0	0
Total Field Support		1,850	0	0	0	0	1,350	250	0	250	0	0	0	1,850	0
TOTAL PROGRAM		23,418	1,025	4,750	0	0	3,770	2,257	0	4,700	0	3,709	3,207	27,466	18,256

FY 2001 Request Agency Goal Totals	
Econ Growth	5,775
Democracy	3,207
HCD	0
PHN	10,727
Environment	3,709
Program ICASS	318
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
Dev. Assist Program	16,431
Dev. Assist ICASS	288
Dev. Assist Total:	16,719
CSD Program	6,957
CSD ICASS	30
CSD Total:	6,987

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account. (\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

## FY 2002 Budget Request by USAID/SENEGAL

Fiscal Year: 2002 Program/Country: USAID/Senegal

Approp: DA/CSD

Scenario:

S.O.#, Title															
FY 2002 Request														Est. S.O.	Est. S.O.
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Pipeline End of FY2002
SO 1: Sustainable Increases in Private Sector Income-Generating Activities in Selected Sectors															
	Bilateral	9,156	4,000	5,156				0						10,500	6,803
	Field Spt	0						0							
		9,156	4,000	5,156	0	0	0	0	0	0	0	0	0	10,500	6,803
SO 2: More Effective, Democratic & Accountable Local Management of Services, Resources in Targeted Areas															
	Bilateral	9,023										5,000	4,023	6,000	9,027
	Field Spt	0													
		9,023	0	0	0	0	0	0	0	0	0	5,000	4,023	6,000	9,027
SO 3: Increased and Sustainable Use of Reproductive Health (Child Survival, Maternal Health, Family Planning, and STD/AIDS) Services in the Context of Decentralization in Targeted Areas															
	Bilateral	8,637					3,930	3,100		1,607				9,165	1,077
	Field Spt	1,750					1,000	400		350				1,750	0
		10,387	0	0	0	0	4,930	3,500	0	1,957	0	0	0	10,915	1,077
SPO2 The Re-Establishment of Conditions for Economic and Political Development in the Casamance															
	Bilateral	0												2,500	0
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	2,500	0
SO 5:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral															
Total Field Support															
TOTAL PROGRAM															
		28,566	4,000	5,156	0	0	4,930	3,500	0	1,957	0	5,000	4,023	29,915	16,907

FY 2002 Request Agency Goal Totals	
Econ Growth	9,156
Democracy	4,023
HCD	0
PHN	10,387
Environment	5,000
Program ICASS	282
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
Dev. Assist Program	23,079
Dev. Assist ICASS	252
Dev. Assist Total:	23,331
CSD Program	5,457
CSD ICASS	30
CSD Total:	5,487

Prepare one set of tables for each Fiscal Year

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account. (\*\*) will be funded from the DA/ICASS Account.

Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/ICASS Account

Workforce Tables

Org_ USAID/SENEGAL																
End of year On-Board								Total	Org.	Fin.	Admin.	Con-	All		Total	Total
FY 2000 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff
OE Funded: 1/																
U.S. Direct Hire	1	1	1					3	4	1	1	2	2	1	11	14
Other U.S. Citizens								0			1				1	1
FSN/TCN Direct Hire	1							1	1	3				1	5	6
Other FSN/TCN	2	3	3					8	7	10	35	2	1	8	63	71
Subtotal	4	4	4	0	0	0	0	12	12	14	37	4	3	10	80	92
Program Funded 1/																
U.S. Citizens						1	1	2							0	2
FSNs/TCNs	7	8	7					22	1					3	4	26
Subtotal	7	8	7	0	0	1	1	24	1	0	0	0	0	3	4	28
Total Direct Workforce	11	12	11	0	0	1	1	36	13	14	37	4	3	13	84	120
TAACS	1							1							0	1
Fellows	1							1							0	1
IDIs								0							0	0
Subtotal	0	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE	11	12	13	0	0	1	1	38	13	14	37	4	3	13	84	122

Workforce Tables

USAID/SENEGAL End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2001 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1	1					3	4	1	1	2	2	1	11	14
Other U.S. Citizens								0			1				1	1
FSN/TCN Direct Hire	1							1	1	3				1	5	6
Other FSN/TCN	2	3	3					8	7	10	35	2	1	8	63	71
Subtotal	4	4	4	0	0	0	0	12	12	14	37	4	3	10	80	92
<b>Program Funded 1/</b>																
U.S. Citizens						1	1	2							0	2
FSNs/TCNs	7	8	7					22	1					3	4	26
Subtotal	7	8	7	0	0	1	1	24	1	0	0	0	0	3	4	28
Total Direct Workforce	11	12	11	0	0	1	1	36	13	14	37	4	3	13	84	120
TAACS			1					1							0	1
Fellows			1					1							0	1
IDIs								0							0	0
Subtotal	0	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE	11	12	13	0	0	1	1	38	13	14	37	4	3	13	84	122

Workforce Tables

Org__USAID/SENEGAL End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2002 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1	1					3	4	1	1	2	2	1	11	14
Other U.S. Citizens								0			1				1	1
FSN/TCN Direct Hire	1							1	1	3				1	5	6
Other FSN/TCN	2	3	3					8	7	10	35	2	1	8	63	71
Subtotal	4	4	4	0	0	0	0	12	12	14	37	4	3	10	80	92
<b>Program Funded 1/</b>																
U.S. Citizens							1	2							0	2
FSNs/TCNs	7	8	7					22	1					3	4	26
Subtotal	7	8	7	0	0	1	1	24	1	0	0	0	0	3	4	28
Total Direct Workforce	11	12	11	0	0	1	1	36	13	14	37	4	3	13	84	120
TAACS			1					1							0	1
Fellows			1					1							0	1
IDIs								0							0	0
Subtotal	0	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2
TOTAL WORKFORCE	11	12	13	0	0	1	1	38	13	14	37	4	3	13	84	122

# USDH Staffing Requirements by Backstop, FY 2000 - FY 2003

Mission: USAID/Senegal

Functional Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2000	FY 2001	FY 2002	FY 2003
Senior Management				
<b>SMG - 01</b>	2	2	2	2
Program Management				
<b>Program Mgt - 02</b>	1	1	1	1
<b>Project Dvpm Officer - 94</b>				
Support Management				
<b>EXO - 03</b>	1	1	1	1
<b>Controller - 04</b>	1	1	1	1
<b>Legal - 85</b>	2	2	2	2
<b>Commodity Mgt. - 92</b>				
<b>Contract Mgt. - 93</b>	2	2	2	2
<b>Secretary - 05 &amp; 07</b>				
Sector Management				
<b>Agriculture - 10 &amp; 14</b>				
<b>Economics - 11</b>	1	1	1	1
<b>Democracy - 12</b>	1	1	1	1
<b>Food for Peace - 15</b>				
<b>Private Enterprise - 21</b>	1	1	1	1
<b>Engineering - 25</b>				
<b>Environment - 40 &amp; 75</b>		1	1	1
<b>Health/Pop. - 50</b>	1	1	1	1
<b>Education - 60</b>				
<b>General Dvpm. - 12*</b>				
<b>RUDO, UE-funded - 40</b>				
<b>Total</b>	13	14	14	14

**\*GDO - 12:** for the rare case where an officer manages activities in several technical areas, none of which predominate, e.g., the officer manages Democracy, Health, and Environment activities that are about equal. An officer who manages primarily Health activities with some Democracy and Environment activities would be a Health Officer, BS 50.

remaining **IDIs**: list under the Functional Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw as well as include it with your R4 submission.



**OPERATING EXPENSES**

<b>Org. Title: USAID/SENEGAL</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 685</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	173.5		173.5	180.4		180.4	187.6		187.6
	Subtotal OC 11.1	173.5	0	173.5	180.4	0	180.4	187.6	0	187.6
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0
11.5	FNDH			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	73		73	63.1		63.1	45.2		45.2
11.8	FN PSC Salaries	1253.2		1253.2	1403.8		1403.8	1459.7		1459.7
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0
	Subtotal OC 11.8	1326.2	0	1326.2	1466.9	0	1466.9	1504.9	0	1504.9
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	247.5		247.5	301.9		301.9	296.9		296.9
12.1	Cost of Living Allowances	31		31	34		34	34		34
12.1	Home Service Transfer Allowances			0			0			0
12.1	Quarters Allowances			0			0			0
12.1	Other Misc. USDH Benefits	10		10	4.4		4.4	0		0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0
12.1	Other FNDH Benefits	8.3		8.3	8.3		8.3	8.3		8.3
12.1	US PSC Benefits			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0
12.1	Other FN PSC Benefits	79.9		79.9	84.5		84.5	84.5		84.5
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0
	Subtotal OC 12.1	376.7	0	376.7	433.1	0	433.1	423.7	0	423.7

**OPERATING EXPENSES**

<b>Org. Title:</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No:</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	35		35	35		35	35		35
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	16.5		16.5	11		11	0		0
21.0	Assignment to Washington Travel	4.8		4.8	8.5		8.5	0		0
21.0	Home Leave Travel	21		21	29.5		29.5	40		40
21.0	R & R Travel	50.3		50.3	31		31	41		41
21.0	Education Travel	16.7		16.7	10		10	9.6		9.6
21.0	Evacuation Travel	2.5		2.5	2.5		2.5	2.5		2.5
21.0	Retirement Travel			0			0	0		0
21.0	Pre-Employment Invitational Travel			0			0	0		0
21.0	Other Mandatory/Statutory Travel	2.5		2.5	2.5		2.5	2.5		2.5
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	6		6	6		6	6		6
21.0	Site Visits - Mission Personnel	55		55	70		70	70		70
21.0	Conferences/Seminars/Meetings/Retreats	43		43	45		45	45		45
21.0	Assessment Travel			0			0			0
21.0	Impact Evaluation Travel			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0
21.0	Recruitment Travel			0			0			0
21.0	Other Operational Travel	12		12	5		5	5		5
	Subtotal OC 21.0	265.3	0	265.3	256	0	256	256.6	0	256.6
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	68.5		68.5	84		84	0		0
22.0	Home Leave Freight	9		9	17.5		17.5	18		18
22.0	Retirement Freight	0		0	0		0	0		0
22.0	Transportation/Freight for Office Furniture/Equip.	5		5	7		7	7		7

**OPERATING EXPENSES**

<b>Org. Title: USAID/SENEGAL</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 685</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
22.0	Transportation/Freight for Res. Furniture/Equip.	1.5		1.5	2		2	2		2
	Subtotal OC 22.0	84	0	84	110.5	0	110.5	27	0	27
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	302.4		302.4	308.4		308.4	308.4		308.4
23.2	Rental Payments to Others - Warehouse Space			0			0			0
23.2	Rental Payments to Others - Residences	176.9		176.9	169.9		169.9	162.9		162.9
	Subtotal OC 23.2	479.3	0	479.3	478.3	0	478.3	471.3	0	471.3
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	61.3		61.3	64.3		64.3	67.5		67.5
23.3	Residential Utilities	79.3		79.3	83.2		83.2	87.4		87.4
23.3	Telephone Costs	47.8		47.8	45		45	45		45
23.3	ADP Software Leases			0	0		0			0
23.3	ADP Hardware Lease			0	0		0			0
23.3	Commercial Time Sharing			0	0		0			0
23.3	Postal Fees (Other than APO Mail)			0	0		0			0
23.3	Other Mail Service Costs	2		2	2		2	2		2
23.3	Courier Services	5		5	5		5	5		5
	Subtotal OC 23.3	195.4	0	195.4	199.5	0	199.5	206.9	0	206.9
24.0	Printing and Reproduction			0			0			0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	6		6	0		0	0		0
25.1	Management & Professional Support Services			0			0			0
25.1	Engineering & Technical Services			0			0			0
	Subtotal OC 25.1	6	0	6	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	47.4		47.4	47.4		47.4	47.4		47.4
25.2	Residential Security Guard Services	72.7		72.7	67.8		67.8	67.8		67.8
25.2	Official Residential Expenses	0		0	0		0	0		0
25.2	Representation Allowances	1.5		1.5	1.5		1.5	1.5		1.5
25.2	Non-Federal Audits			0	0		0			0

**OPERATING EXPENSES**

<b>Org. Title:</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No:</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
25.2	Grievances/Investigations			0	0		0			0
25.2	Insurance and Vehicle Registration Fees	2		2	2		2	2		2
25.2	Vehicle Rental			0	0		0			0
25.2	Manpower Contracts			0	0		0			0
25.2	Records Declassification & Other Records Services			0	0		0			0
25.2	Recruiting activities			0	0		0			0
25.2	Penalty Interest Payments			0	0		0			0
25.2	Other Miscellaneous Services	20		20	20		20	20		20
25.2	Staff training contracts	5		5	5		5	5		5
25.2	ADP related contracts			0	0		0			0
Subtotal OC 25.2		148.6	0	148.6	143.7	0	143.7	143.7	0	143.7
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	810		810	893		893	930		930
25.3	All Other Services from Other Gov't. accounts			0			0			0
Subtotal OC 25.3		810	0	810	893	0	893	930	0	930
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	4		4	5		5	5		5
25.4	Residential Building Maintenance	6		6	10		10	10		10
Subtotal OC 25.4		10	0	10	15	0	15	15	0	15
25.6	Medical Care									
Subtotal OC 25.6		0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs			0	0		0			0
25.7	Storage Services			0	0		0			0
25.7	Office Furniture/Equip. Repair and Maintenance	8		8	18.1		18.1	29.8		29.8
25.7	Vehicle Repair and Maintenance	5		5	5		5	5		5
25.7	Residential Furniture/Equip. Repair and Maintenance	1		1	1		1	1		1
Subtotal OC 25.7		14	0	14	24.1	0	24.1	35.8	0	35.8
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0			0			0
Subtotal OC 25.8		0	0	0	0	0	0	0	0	0

**OPERATING EXPENSES**

<b>Org. Title: USAID/SENEGAL</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 685</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
26.0	Supplies and materials	75		75	75		75	75		75
	Subtotal OC 26.0	75	0	75	75	0	75	75	0	75
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	3		3	5		5	4		4
31.0	Purchase of Office Furniture/Equip.	3		3	5		5	4		4
31.0	Purchase of Vehicles			0			0			0
31.0	Purchase of Printing/Graphics Equipment			0			0			0
31.0	ADP Hardware purchases	30		30	28.5		28.5	28.5		28.5
31.0	ADP Software purchases			0			0			0
	Subtotal OC 31.0	36	0	36	38.5	0	38.5	36.5	0	36.5
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0
32.0	Building Renovations/Alterations - Residential			0			0			0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0
<b>TOTAL BUDGET</b>		<b>4000</b>	<b>0</b>	<b>4000</b>	<b>4314</b>	<b>0</b>	<b>4314</b>	<b>4314</b>	<b>0</b>	<b>4314</b>

**Additional Mandatory Information**

**Dollars Used for Local Currency Purchases**

2608

2754

2819

**Exchange Rate Used in Computations**

600 \_\_\_\_\_

600 \_\_\_\_\_

600 \_\_\_\_\_

**\*\***

If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

0

0

0

Organization: USAID/SENEGAL

Foreign National Voluntary Separation Account									
Action	FY 2000			FY 2001			FY 2002		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits			0.0			0.0			0.0
Withdrawals			0.0			0.0			0.0

Local Currency Trust Funds - Regular			
	FY 2000	FY 2001	FY 2002
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

**Exchange Rate**                      \_\_\_\_\_

Local Currency Trust Funds - Real Property			
	FY 2000	FY 2001	FY 2002
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

**Exchange Rate**                      \_\_\_\_\_

**CONTROLLER OPERATIONS**

<b>Org. Title: USAID/SENEGAL</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 685</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	78.8		78.8	81.9		81.9	84.4		84.4
	Subtotal OC 11.1	78.8	0	78.8	81.9	0	81.9	84.4	0	84.4
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0
11.5	FNDH			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	0		0	0		0	0		0
11.8	FN PSC Salaries	197.6		197.6	221.3		221.3	233.6		233.6
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0
	Subtotal OC 11.8	197.6	0	197.6	221.3	0	221.3	233.6	0	233.6
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0	40		40	37.5		37.5
12.1	Cost of Living Allowances	2.2		2.2	2.5		2.5	2.5		2.5
12.1	Home Service Transfer Allowances			0			0			0
12.1	Quarters Allowances			0			0			0
12.1	Other Misc. USDH Benefits			0	2.2		2.2	0		0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0
12.1	Other FNDH Benefits	2.9		2.9	3.3		3.3	3.3		3.3
12.1	US PSC Benefits			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0
12.1	Other FN PSC Benefits	8.4		8.4	7.9		7.9	7.9		7.9
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0
	Subtotal OC 12.1	13.5	0	13.5	55.9	0	55.9	51.2	0	51.2

**CONTROLLER OPERATIONS**

<b>Org. Title:</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No:</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	5		5	5		5	5		5
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0		0	5.5		5.5	0		0
21.0	Assignment to Washington Travel	0		0	3.5		3.5	0		0
21.0	Home Leave Travel	0		0	0		0	0		0
21.0	R & R Travel	4		4	0		0	6		6
21.0	Education Travel	0		0	0		0	0		0
21.0	Evacuation Travel	0		0			0			0
21.0	Retirement Travel			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0
21.0	Other Mandatory/Statutory Travel	0		0			0			0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	0		0	0		0	0		0
21.0	Site Visits - Mission Personnel	10.5		10.5	13.3		13.3	10.5		10.5
21.0	Conferences/Seminars/Meetings/Retreats	5.5		5.5	5.5		5.5	5.5		5.5
21.0	Assessment Travel			0	0		0			0
21.0	Impact Evaluation Travel			0	0		0			0
21.0	Disaster Travel (to respond to specific disasters)			0	0		0			0
21.0	Recruitment Travel			0	0		0			0
21.0	Other Operational Travel	0		0	0		0	0		0
	Subtotal OC 21.0	25	0	25	32.8	0	32.8	27	0	27
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	0		0	42		42	0		0
22.0	Home Leave Freight	0		0	0		0	0		0
22.0	Retirement Freight			0	0		0			0
22.0	Transportation/Freight for Office Furniture/Equip.			0	1.1		1.1	1.1		1.1



**CONTROLLER OPERATIONS**

<b>Org. Title: USAID/SENEGAL</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 685</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
22.0	Transportation/Freight for Res. Furniture/Equip.			0	0		0			0
	Subtotal OC 22.0	0	0	0	43.1	0	43.1	1.1	0	1.1
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	39.3		39.3	40.1		40.1	40.1		40.1
23.2	Rental Payments to Others - Warehouse Space			0			0			0
23.2	Rental Payments to Others - Residences	11		11	11		11	11		11
	Subtotal OC 23.2	50.3	0	50.3	51.1	0	51.1	51.1	0	51.1
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	6.1		6.1	6.3		6.3	6.3		6.3
23.3	Residential Utilities	5.4		5.4	5.2		5.2	5.5		5.5
23.3	Telephone Costs	7.2		7.2	6.8		6.8	6.8		6.8
23.3	ADP Software Leases			0			0			0
23.3	ADP Hardware Lease			0			0			0
23.3	Commercial Time Sharing			0			0			0
23.3	Postal Fees (Other than APO Mail)			0			0			0
23.3	Other Mail Service Costs	0.3		0.3	0.3		0.3	0.3		0.3
23.3	Courier Services	0.8		0.8	0.8		0.8	0.8		0.8
	Subtotal OC 23.3	19.8	0	19.8	19.4	0	19.4	19.7	0	19.7
24.0	Printing and Reproduction			0			0			0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	0		0	0		0	0		0
25.1	Management & Professional Support Services			0			0			0
25.1	Engineering & Technical Services			0			0			0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	7.1		7.1	7.1		7.1	7.1		7.1
25.2	Residential Security Guard Services	5.2		5.2	5.2		5.2	5.2		5.2
25.2	Official Residential Expenses	0		0			0			0
25.2	Representation Allowances	0		0			0	0		0
25.2	Non-Federal Audits			0			0			0

**CONTROLLER OPERATIONS**

<b>Org. Title: USAID/SENEGAL</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 685</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
25.2	Grievances/Investigations			0			0			0
25.2	Insurance and Vehicle Registration Fees	0		0			0	0		0
25.2	Vehicle Rental			0			0			0
25.2	Manpower Contracts			0			0			0
25.2	Records Declassification & Other Records Services			0			0			0
25.2	Recruiting activities			0			0			0
25.2	Penalty Interest Payments			0			0			0
25.2	Other Miscellaneous Services	3		3	3		3	3		3
25.2	Staff training contracts	0.8		0.8	0.8		0.8	0.8		0.8
25.2	ADP related contracts			0			0			0
Subtotal OC 25.2		16.1	0	16.1	16.1	0	16.1	16.1	0	16.1
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0			0			0
25.3	All Other Services from Other Gov't. accounts			0			0			0
Subtotal OC 25.3		0	0	0	0	0	0	0	0	0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	0.6		0.6	0.8		0.8	0.8		0.8
25.4	Residential Building Maintenance	0.9		0.9	0.8		0.8	0.8		0.8
Subtotal OC 25.4		1.5	0	1.5	1.6	0	1.6	1.6	0	1.6
25.6	Medical Care									
Subtotal OC 25.6		0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs			0			0			0
25.7	Storage Services			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance	1.2		1.2	2.7		2.7	4.5		4.5
25.7	Vehicle Repair and Maintenance	0.8		0.8	0.8		0.8	0.8		0.8
25.7	Residential Furniture/Equip. Repair and Maintenance	0		0			0			0
Subtotal OC 25.7		2	0	2	3.5	0	3.5	5.3	0	5.3
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0			0			0
Subtotal OC 25.8		0	0	0	0	0	0	0	0	0

**CONTROLLER OPERATIONS**

<b>Org. Title: USAID/SENEGAL</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 685</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
26.0	Supplies and materials	11.3		11.3	11.3		11.3	11.3		11.3
	Subtotal OC 26.0	11.3	0	11.3	11.3	0	11.3	11.3	0	11.3
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	0.5		0.5	0.8		0.8	0.6		0.6
31.0	Purchase of Office Furniture/Equip.	0.5		0.5	0.8		0.8	0.6		0.6
31.0	Purchase of Vehicles			0			0			0
31.0	Purchase of Printing/Graphics Equipment			0			0			0
31.0	ADP Hardware purchases	4.5		4.5	4.3		4.3	4.3		4.3
31.0	ADP Software purchases			0			0			0
	Subtotal OC 31.0	5.5	0	5.5	5.9	0	5.9	5.5	0	5.5
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0
32.0	Building Renovations/Alterations - Residential			0			0			0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0
<b>TOTAL BUDGET</b>		<b>421.4</b>	<b>0</b>	<b>421.4</b>	<b>543.9</b>	<b>0</b>	<b>543.9</b>	<b>507.9</b>	<b>0</b>	<b>507.9</b>

**Additional Mandatory Information**

<b>Dollars Used for Local Currency Purchases</b>	<u>401.3</u>		<u>436</u>		<u>437.6</u>
<b>Exchange Rate Used in Computations</b>	<u>600</u>	_____	<u>600</u>	-	<u>600</u> _____

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal: 0 0 0

## **ANNEXES**

**ANNEX 1:  
RESULTS FRAMEWORK**

**A. SO01: Strategic Objective 1: Sustainable Increases In Private Sector Income Generating Activities In Selected Sectors**

**Key Results:**

**KIR 1:** Improved legal, regulatory, and policy environment

- IR 1.1 Policy and Regulatory Framework Improved
- IR 2.1 Judicial Process More Adapted to Business Needs

**KIR 2:** Improved access to financial services

- IR 2.1 Decentralized Financial Systems (DFS) Expanded and Sustained
- IR 2.2 Increased Awareness of Clients of Financial Instruments
- IR 2.3 Financial Risks Reduced
- IR 2.4 More Savings Mobilized

**KIR 3:** Increased use of best technical and managerial practices

- IR 3.1 Increased Access to Information
- IR 3.2 Increased Use of Appropriate Technology
- IR 3.3 Private Businesses, Associations and Groups Strengthened

## **B. SO02: Strategic Objective 2: More Effective, Democratic And Accountable Local Management of Services and Resources in Targeted Areas**

### **KIR1:** Increased Capacity of Local Institutions

- IR 1.1 Managerial, Leadership, Planning and Analysis Skills Improved;
- IR 1.2 Increased access to Good Information;
- IR 1.3 Improved Systems for Transfer of Information and Human Resources from National to Local Levels;
- IR 1.4 Increased Accountability and Transparency of Local Institutions.

### **KIR2:** Increased Access to Financial Resources

- IR 2.1 Improved Systems for the Transfer of Funds from National to Local Levels;
- IR 2.2 Improved Management and Enforcement of Tax Collection Procedures;
- IR 2.3 Improved Implementation of Policy and Legal Framework for Local Government Authority to raise Revenues; and,
- IR 2.4 Democratic process for Electing Local Leaders Improved.

### **KIR3:** Increased Popular Participation in the Management and Oversight of local Affairs

- IR 3.1 Multiple and regular channels for citizen access To Information established;
- IR 3.2 Better Informed and Strengthened Local Development Groups concerned with good governance, including Local Media; and,
- IR 3.3 Democratic process for electing local leaders Improved

### **KIR4:** More Effective Implementation of Policies and Regulations Related to Decentralization

- IR 4.1 Better coordination systems among levels of local government; and,
- IR 4.2 Increased knowledge of decentralization texts and related Legislation through various channels including local media.

**C. SO03: Strategic Objective 3: Increased And Sustainable Use Of Reproductive Health Services (Child Survival, Maternal Health, Family Planning And Sexually Transmitted Infections/Aids) In The Context Of Decentralization In Targeted Areas**

**Key Results:**

**KIR1:** Improved access to quality reproductive health (child survival, maternal health, family planning and sexually transmitted infections/AIDS) services

- IR 1.1 Improved functionality of existing public Services Delivery Points (SDPs);
- IR 1.2 Expanded network of private sector SDPs; and
- IR 1.3 Improved coordination between public and private sectors.

**KIR2:** Increased demand for quality reproductive health (child survival, maternal health, family planning and sexually transmitted infections/AIDS) services

- IR 2.1 Increased knowledge of the benefits of reproductive health (CS, MH, FP, and STI/AIDS) services;
- IR 2.2 Increased participation of opinion leaders (religious, political, and civil) in social mobilization; and
- IR 2.3 Private sector IEC activities expanded.

**KIR3:** Increased financing of health services from internal sources.

- IR 3.1 Total local and central government resources allocated to health increased in real terms;
- IR 3.2 Total non-government resources allocated to health increased; and
- IR 3.3 A monitoring system of the legal and regulatory framework for health made functional.



**ANNEX 2:**  
**NEW SPECIAL PROGRAM OBJECTIVES (SPOS)**

**PROGRAM:** USAID/Senegal

**TITLE:** The Education For Development And Democracy Initiative (EDDI/Senegal)

**NUMBER:** 685-008-01

**Summary:** EDDI results from President Clinton's March 1998 visit to Africa. The Initiative aims to improve the level and quality of education in Africa, and to assist Africa's integration into the world free-market economy. The challenge is to make African educational systems more relevant to the 21st Century, primary educational systems more equitable and efficient, and skills training more pertinent and widely available, so as to permit Africa to take better advantage of future economic growth and trade opportunities. EDDI primarily targets primary and secondary schools and proposes to enhance the participation of girls and women.

In response to the opportunities offered by EDDI, the Mission proposed a USAID/Senegal Special Objective (SPO) that complements USAID/Senegal's current SOs in private sector development, decentralized governance, and reproductive health. A SPO was required because, although complementary to USAID/Senegal's strategy, the activities proposed were not specifically geared to achievement of the Intermediate Results (IRs) identified for the Mission's three SOs. A separate SPO will also facilitate implementation (with one GOS counterpart; the Ministry of Education) and will simplify results reporting. This SPO responds to USAID's Goal #3 "Building Human Capacity through Education and Training" and to the Mission Performance Plan's goal for Economic Development.

With an allocation of \$3 million over two years, USAID/Senegal proposed to focus its assistance on: (1) increasing access of girls and women to education; (2) increasing retention (defined as reducing drop-out and repeat rates) of girls in formal education; and (3) improving non-formal and vocational education for girls and women. The AID/W EDDI committee reviewed and approved the EDDI/Senegal approach in September 1999.

In addition to increasing access to, and retention of girls in primary and secondary schools, the Mission also proposes to improve vocational (formal and informal) training opportunities for girls and women, to enable graduates to better meet the needs of the labor market as well as to start up their own businesses after they complete their vocational training.

Three Key Intermediate Results (KIR) were identified as being necessary and sufficient to achieve the SPO:

- KIR-1: Increased Access for Girls and Women to Educational System;
- KIR-2: Increased Retention of Girls and Women at School; and
- KIR-3: Skills and Competence of Girls and Women Improved through Vocational Education.

**Performance and Prospects:** As the EDDI coordinator took post after FY99, we will only report here prospects for FY 00 and beyond. We have begun extensive work with our partners in the Ministry of Education in selecting intervention zones, pilot schools, and performance indicators. We will choose 30 primary schools, 6 basic education community centers, and 4 vocational schools in our four

intervention zones (peri-urban Dakar, Fatick, Diourbel, and Louga). We will identify and contract with appropriate NGOs to carry out the awareness raising campaigns and obtain the services of contractors to help the communities build bathrooms and more classrooms for the schools as needed. The preparation, baseline data collection, and contracting stage will be finalized before the end of the summer so that EDDI can be active in the 40 schools for two full academic cycles.

**Possible Adjustments to Plans:** Many adjustments are foreseen, as the initial scope needs to be narrowed. As we have been granted only Child Survival (CS) money, we will need to take the target “women groups” and therefore the term “women” out of the above mentioned results until such time that non-CS funding is made available to the Mission.

**Other Donor Programs:** Many bilateral and multilateral donors, including the World Bank and UNICEF, currently contribute to the girls and women’s education sector in Senegal. It is estimated that the GOS will cover 25% of the planned EDDI budget by providing human and material resources while the EDDI budget will cover the rest. Cost-recovery systems will not contribute to a major portion of the budget.

**Major Contractors and Grantees:** A competitively selected EDDI Coordinator joined USAID/Senegal 12/1/99. There is a dynamic team in the Senegalese Ministry of Education who would like to ensure that the schools are more ‘girl friendly’, and that parents and teachers receive awareness raising training on the gender issues that block women and girls from attending, and staying in, school. It is anticipated that NGOs will be engaged to help obtain EDDI’s results.

**Preliminary Performance Indicators:** USAID/Senegal intends to refine the preliminary performance indicators, baseline data and performance targets by April 2000.

**PROGRAM:** USAID/Senegal

**TITLE:** The Re-establishment of Conditions for Economic and Political Development in the Casamance

**NUMBER:** 685-009-01

**Summary:** A major constraint to Senegal's development is the protracted insurgency in the Casamance zones. Aside from the humanitarian considerations, the seventeen-year armed conflict between the Senegalese army and a separatist rebellion called the MFDC (Mouvement des Forces Démocratiques de la Casamance) has constrained the economic potential of the Casamance and has been a heavy burden on the national budget. Since June 1999, progress has been made in finding a solution to the crisis. Following internal talks within the MFDC, and the end of the conflict in neighboring Guinea-Bissau, direct negotiations took place in December 1999 between the Government of Senegal (GOS) and the MFDC. This Special Objective (SPO) fits into the Mission Performance Plan to promote US national interests by fostering regional stability. It contributes to the Agency Goal #6, lives saved, suffering associated with natural or man-made disasters reduced and conditions necessary for political and/or economic development re-established. The announcement of USAID's program contributed to the December 1999 cease-fire agreement and peace talks by demonstrating a concrete commitment to the development of the Casamance region, neglected during the years of the conflict.

Overall, this three-year program will seek to contribute to a sustainable peace in the Casamance. Security concerns obliged USAID to terminate the implementation of its regular program in the Casamance in December 1997, and the achievement of this Special Objective is considered a pre-condition to the resumption of USAID's regular assistance program there. Conflict resolution in the Casamance will also contribute to sub-regional stability as the area borders both the Gambia and Guinea-Bissau, and many of the problems cross national borders (ethnic composition and refugees, for instance). To achieve this SPO, three broad Key Intermediate Results (KIR) are necessary: (1) Increased Economic Activity; (2) Increased Local Capacity; and (3) Reconciliation and Peace Sustained.

The end of the conflict provides USAID with an opportunity to assist those affected by the conflict: beneficiaries will include refugees, internally displaced, host families, demobilized rebels and war-affected children. Special attention will be given to the most vulnerable populations: particularly the women, children and isolated rural inhabitants.

**Performance and Prospects:** This SPO was designed in FY99 and approved in September 1999. The USAID assistance program was the first announced after the GOS called for assistance to the Casamance, and it received widespread praise and recognition for its prompt response. An American contractor was recruited to oversee the program and arrived in January 2000. Activities under this program are likely to include: (1) rehabilitation and reactivation of factors of production (micro-lending, micro-projects for rebuilding village infrastructure and creating jobs, sesame and rice production, saltwater intrusion prevention dikes to increase rice production, and support to landmine awareness campaigns); (2) capacity building of local non-governmental organizations (NGOs); (3) resettlement of refugees and internally displaced persons (IDPs); (4) training and social reinsertion of former rebels; and (5) strengthening and rehabilitation of civil society.

**Possible Adjustments to Plans:** The dynamic security conditions in parts of the Casamance will require flexibility in the performance indicators for the KIRs. Some possible adjustments to plans are anticipated depending on the evolution of the peace process. Specific indicators, targets and activities will be defined during FY00 as proposals from NGOs are reviewed. The rate of achievement of

performance targets will be affected by the evolution of the peace process.

**Other Donor Programs:** The GOS announced a \$185 million special assistance program (including development of infrastructure) for Casamance over the FY 1999-2003 period. They are urging donors to actually implement this program. USAID was the first donor to obligate additional financial support to this initiative. The European Union (EU) has pledged US\$33 million over several years. Their program would include support to agriculture, forestry, livestock, health, sanitation, reconstruction of roads and schools, micro-enterprise development, and resettlement of displaced people. Bilateral donors, working through NGO intermediaries, include France, Germany, Belgium, and Italy. The United Nations Children's Fund (UNICEF) programmed \$1.3 million for 1999 for labor-intensive employment and school-feeding programs and hopes to continue field activities if additional funding materializes. USAID is working in coordination with other donors to ensure that assistance is not duplicated and that the most affected areas are reached. USAID's assistance is likely to be of added importance as we are able to disburse funds immediately – hence accompanying and supporting the peace process rather than waiting for a final accord to be signed.

**Major Contractors and Grantees:** USAID will be working closely with local and U.S. based NGOs, and with various local organizations such as the Rural Councils and women's groups. Implementing NGOs will be chosen during 2000. \*

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\* Since this is a new activity, baseline data and targets will be established in April and May 2000.

**ANNEX 3:  
STAND-ALONE PROGRAMS**

## **Annex 3.A. CAPE VERDE**

### **A. Contribution to Food Security**

The Food for Peace (FFP) Program being implemented by ACDI/VOCA in Cape Verde is on-track, continuing to strengthen food security of the country's rural and urban populations.

Given Cape Verde's climate and terrain, it is structurally food deficit. In FY 1999, USAID delivered 20,590 MT of grain (total value US \$3,256,966). This constituted 13 percent of Cape Verde's annual cereal requirement, and 28 percent of overall food aid received. During FY 1999, corn, the food of choice for the rural poor, remained the primary commodity sold in Cape Verde. Wheat supplemented corn during the year.

Cape Verde's strategy to achieve food security is based on: (1) increasing vegetable and fruit production through improved management of scarce land and water; and (2) increasing export earnings through tourism, light manufacturing and fishing, in order to be able to purchase food commercially. The food aid program contributes at the macro level to lessening the structural food deficit and reducing the balance of payments deficit. At the micro level, the program helps poor families who on average spend 60 percent or more of their income on food.

The rural poor benefit from the program through the development of associations that execute contracts to carry out soil and water conservation (SWC) works, employing over 3,000 workers per year. In the long-term, the SWC works carried out by associations contribute to improved agricultural yields and allow rural stakeholders to have a voice in their own development. In the short-term, rural residents earn income to buy commodities distributed through commercial networks. The rural poor also benefit from the introduction of drip irrigation and the availability of credit for new technology. The rural and urban poor benefit from the micro enterprise and small business lending programs.

In 1999, rural households, with members supported by the SWC, increased their average incomes by 71% from the baseline value. Female-headed households increased theirs by 90 percent.

### **B. Effectiveness of the Program in Achieving Results<sup>1</sup>**

**1. Program Objective # 1: Support to soil and water conservation activities through farmer associations.** The association movement in Cape Verde continues to grow. The number of associations increased from 18 to 37 between FY 1997 and FY 1999. In addition, seven prospective associations carried out contracts in FY 1999. Therefore, a total of 44 community organizations (associations and prospective associations) were supported with Title II funds during FY 1999. These associations are developing into bona fide businesses with proven technical capabilities and strong internal control and accounting capabilities. Most targets were surpassed in terms of number of conservation works constructed and trees planted as well as the impact of these works. In 1999, 234 check dams were constructed (60% of target), 133 km of contour rock wall terraces (113%), 75 km of live vegetative barriers (188%), and 230,930 trees planted (231%). The impact in terms of recovered topsoil and reclaimed surface area were over double that of the 1999 targets.

Preliminary results indicate that all associations showed a profit in 1999. Many of the associations are investing in other income generating and social activities, such as the capitalization of ASDIS, a rural credit association, as well as poultry production facilities, community stores, kindergartens, and adult

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<sup>1</sup> For detailed information on this section, please refer to the FY 1999 Results Report submitted by ACDI/VOCA.

education programs.

**2. Program Objective # 2: Introduce new technologies which conserve water and raise yields.**

ACDI/VOCA continued programs to introduce agricultural technology during the year, including the development of a credit program for farmers that will allow them to install drip irrigation systems. For FY 1999, 3.6 hectares of irrigation equipment were installed compared with a planned level of 15 hectare. The number of systems installed, 91, more than tripled the target for FY99. Therefore, the program is increasingly reaching smaller farmers. During FY99 the private local dealers had greater access to foreign exchange, allowing them to sell more drip irrigation systems in response to the growing demand. In order to promote the application of drip irrigation technology in rural areas, ACDI/VOCA provides technical assistance to a rural credit association to establish operations. The capital for this association, ASDIS, was provided by 16 of the rural associations organized under Objective # 1 above. The purpose of ASDIS is to provide micro-loans to farmers for the purpose of installing drip irrigation systems and to local vendors of vegetables and other locally grown products. ASDIS began disbursing loans in July 1999. In mid FY 1999, ACDI/VOCA initiated a program through a local commercial bank that provided credit to ten farmers and two importers of drip irrigation equipment by FY 98. The groundwork laid in previous years began to bear significant fruit during FY 1999 and is expected to increase in future years.

**3. Program Objective # 3: Micro enterprise training and lending program, small business lending program, and other business promotion activities:**

The micro-enterprise and small business lending activities continue to perform very well. 3,085 micro loans were disbursed against 500 planned and 223 small business loans disbursed against 200 planned. The Micro Enterprise Training and Lending Program (METLP) achieved a significant profit during FY 1999, more than one full year ahead of plan. The higher number of micro loans disbursed relates to strong loan officer performance and conservative projections in the indicator tables. The earlier profitability of the program relates to higher than planned levels of revenue from interest and loan fees which relates to the higher rates of lending. Measured impact on borrowers shows improvements in profitability above the level predicted in the Monitoring and Evaluation Plan.



## **Annex 3. B. THE GAMBIA**

### **Contribution to Food Security**

Food for Peace supported projects in The Gambia continue to make significant strides in promoting food security for rural poor women farmers and their families. These projects aim at addressing the utilization, access and availability of food security through activities that strengthen the Child Survival and the Sesame Growers Association (SGA). These activities are on-track.

The SGA Project focuses on increasing the economic benefits of sesame to women farmers (income and consumption) through the increased production, processing and marketing of the whole seeds and by-products of sesame. The project complements government efforts in the promotion of food security by promoting the empowerment of women primary producer associations to become sustainable in their food production endeavors. Sesame production contributes significantly to food security at both the household and national levels. Originally introduced as a women's food crop, sesame has been grown primarily on community plots by women farmers in Kafos (traditional groups). Nowadays individuals as well are cultivating sesame for both income and consumption purposes. Women, however, continue to be the leading producers and promoters of sesame in The Gambia, which is why it is referred to as a women's crop. Women also now control the processing and marketing of sesame in The Gambia. At the National level, the production of high quality confectionery (white) seeds provide The Gambia with another cash crop that generates foreign exchange through export. This year sesame was the only cash crop that had a ready market for export. Serious problems were encountered in the marketing of peanuts this year due to a drop in the world market price. Sesame is therefore a much-needed "second cash crop" to diversify and at the same time complement peanuts in generating foreign earnings for The Gambia.

The Child Survival Project focuses on the promotion of improved infant and child feeding practices, improved maternal health and nutrition, improved home-based integrated management of acute respiratory tract infections, diarrhea and malaria and the establishment of sustainable community structures.

### **Effectiveness of the Program in Achieving Results<sup>2</sup>**

During FY 99, important milestones were reached which paved the way for sustainability of both the Child Survival Project and the SGA/Agriculture project.

During FY99, sesame yields per hectare increased from 123 kg/ha in 1998 to 138 kg/ha in 1999. This is an increase of about 12.2%. The Project's goal is to increase production by 25% against the baseline. The overall production has also increased significantly during the past year. The total sesame produced by SGA members in FY98 was 266 metric tons. In FY99 this was increased to 468 metric tons, an increase of 76%. The target for this indicator has already been surpassed. The total value of production from the sale of sesame has also increased from D651,000 in FY98 to D1,656,000 in FY99, an increase of 154%. This is a proxy indicator for the overall increase of individual income of SGA members. The target for this indicator is "50% increase in the total value of production from the sale of sesame". This target has already been surpassed. The project has also successfully increased the amount of sesame processed and has also been able to increase the value of sesame through processing. Additionally, the oil expellers and the ram presses are all operating in a financially sustainable way. With the establishment of SGA's apex organization, the National Association of

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<sup>2</sup> For detailed information on this section, please refer to the FY 1999 Results Report submitted by CRS/The Gambia.

Women Farmers (NAWFA), following the democratic election of a Board of Directors (The National Executive Committee) by its members and the hiring of a competent secretariat, the SGAs have now become institutionalized as vibrant, strong and sustainable associations. Being the only women farmer's platform in The Gambia, these support structures have strategically positioned rural women farmers to be able to advocate for their needs themselves from government, donors, and other sectors of society. The SGAs have been able to access funding to support the marketing of sesame for their members. Today the SGAs and NAWFA are effectively involved in the marketing of sesame from its members, an enterprise they are gradually controlling.

The Child Survival Project has made significant gains in improving maternal and child health in target communities. The Child Survival Project has significantly contributed towards reducing the prevalence of low birth weight babies and also helped increase the number of pregnant women receiving iron during pregnancy. The project has also successfully increased the percentage of children improving from malnutrition from 34% to 50%. The project proposes to increase this to 70% by March 2001. GAFNA has also received funding from the World Bank. This funding will help GAFNA to continue to promote the local maternal supplement, which will effectively replace Title II commodities used in Child Survival activities.

In August 1999, a Mid Term Evaluation (MTE) was conducted to review the progress of implementation, focusing on the processes. Findings of the evaluation indicated that both projects are effective and benefit the women and their families. Information collected from the field showed that both have the potential improve food security by increasing women's income and the health and nutritional status of mothers and children. Both projects are moving towards sustainability.

In FY2000, CRS will commission two independent studies. One will be a Regional Sesame Marketing Study that will describe the current market system of sesame, the competitiveness of sesame as a cash crop and the profit margins for sesame seed and/or oil within the present system from farm-gate to the market of eventual utilization. A second study will look at the impact of sesame on the Gambian population through an impact assessment using a case study approach. The scopes of work for both studies are attached to CRS's Results Report.

### **Annex 3.C. GUINEA-BISSAU**

Because of the military takeover in Guinea-Bissau, the USG declared Section 508 to be in effect, thus suspending any possible non-humanitarian assistance until after the November 1999 elections. The international community deemed the elections credible and transparent. If and when the USG removes the 508 restrictions, USAID will consider how \$2.5 million unspent from the Trade and Investment Promotion Support (TIPS) project could best be used to continue to focus on small-scale private sector development.

Because of the civil unrest, AFRICARE left the country in December 1998. According to an impact assessment report dated February 1998, the Title II program which was being implemented by AFRICARE, The Tombali Sustainable Rural Initiatives Project (TSRIP), generated significant impact in the three rural sectors where it worked. USAID/Senegal is willing to consider proposals from cooperating sponsors regarding prospective Title II activities to be implemented in Guinea-Bissau.

## **Annex 3.D. MAURITANIA**

### **A. Contribution to Food Security**

There are three dimensions of food security – availability, access and utilization. The FFP Program in Mauritania is making the greatest strides in the nutrition education program, which covers improved utilization of food, among other topics. This is also an area which has the greatest promise for sustainability. Once the messages pass and are incorporated into the dietary regimes and regular activities of the household, they are sustained. Availability of food is addressed through the provision of Title II commodities. While this certainly addresses a real need in the community, it cannot be considered sustainable because it is reliant on external factors, such as the political relations between the U.S. and Mauritania. In addition, it requires the presence of Doulos or another U.S. PVO. The only dimension of food security that the program does not adequately address is that of access to food. Analysis of household finances is on-going, including ways of improving cash flow, particularly women's access to incomes.

The Title II food distributed in the program contributes to household food security to varying degrees. The standard dry ration package is designed with families in mind. According to the DAP, the standard ration package (one mother, one child) provides a total of 68,370 calories and 2528 grams of protein per month. If the package were shared among seven household members, the daily per capita supplement would equal approximately 290 calories and 11 grams of protein.

### **B. Effectiveness of the Program in Achieving Results<sup>3</sup>**

Under the Maternal and Child Health (MCH) program, results achieved regarding impact indicators generally exceeded expectations as indicated below. Overall, the program is on-track.

**1. Objective 1: Improve Health and Nutritional Status of Enrolled Children:** Among the 6013 children who were active in the MCH program throughout all twelve months of FY99, the average WFA gain per child during the fiscal year was 5.8 percentage points (targeted achievement was 5%). The average child improved from a WFA status of 82.2 % of the median weight-for-age at the start of the fiscal year in October 1998 to a WFA status of 88.0 % of the median by September 1999. As anticipated (see FY98 R2 section I.A.1.c., p. 9), this annual level of WFA gain is slightly lower than FY97 and FY98 levels since the average beneficiary child in FY99 was older and started FY99 with a higher WFA status than children in the past 2 years. Normally the highest annual improvements in WFA status are seen in the youngest children (under the age of 24 months) and among the most severely malnourished, who tend to undergo a period of rapid "catch-up" growth.

Among the 480 children who graduated from the Nouakchott MCH centers in FY99, the average total improvement in WFA status *per child* was 14.7 percentage points (targeted achievement was 10%). The average child improved from a WFA status at enrollment of 67.1% of the standard (median) weight for normal children of the same age to a WFA status at departure of 81.8% of the standard. This is the third best level of nutritional progress for program graduates since Doulos began tracking this indicator in 1992. Perhaps of greater note is the fact that this solid level of nutritional improvement was achieved in spite of the fact that the average length of enrollment for this cohort of children was shorter than for any other group of graduates from Doulos centers in the past 7 years. The average length of enrollment for these children was 32 months (compared with an average of 43 months for FY93-98 graduates),

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<sup>3</sup> For detailed information on this section, please refer to the FY 1999 Results Report submitted by The Doulos Community.

giving an average increase in weight-for-age status of 0.46 percentage points per month of enrollment, the highest level of WFA increase per month recorded in the last 7 years of program operations.

Among the 452 FY99 graduates for whom complete enrollment data is available, 104 (23%) were severely underweight (<60% WFA) when enrolled in the Doulos centers. Slightly more than three-fourths (77%) (targeted achievement was 75%) of these severely malnourished children were rehabilitated to at least 75% of the median weight-for-age status. This is the second-best achievement for this indicator that Doulos has seen in seven years. The only higher outcome was in FY97 when 87.5 percent of all severely malnourished children reached at least 75% WFA. However those children were enrolled an average of 47 months, nearly 1.5 times longer than the FY99 graduates, meaning that Doulos' program was very effective in helping to rehabilitate the neediest of FY99 graduates in a short period of time. Among FY95 program graduates, who were enrolled for an average of 34 months, the percent of seriously malnourished children rehabilitated to at least 75% WFA was only 45%, a further indication of good improvement in program impact over the DAP period.

**2. Objective 2: Strengthen Mothers' Health Knowledge & Practices:** No new quantitative data is available for this indicator since the last report. Doulos hopes to submit new data on mothers' health knowledge and practices with its new DAP submission in April. Coaching and supervisory visits to the Nouakchott MCH centers throughout FY1999, however, provided many opportunities for Doulos management to talk with and assess the health knowledge and practices of beneficiary mothers. Mothers generally demonstrated excellent ability to answer questions related to themes discussed in the group health lessons of previous months. Perhaps the biggest improvement in knowledge in FY99 noted by Doulos staff during question and answer periods with mothers related to knowledge of water purification methods and the cause, prevention and treatment of malaria. Both of these topics were highlighted in FY99.

Results achieved under objectives 3 "Transfer Management Responsibility to Mauritanian Staff" and 4 "Ensure Efficient Control and Distribution of Title II Commodities" also indicate that Doulos is ahead of schedule in meeting its DAP targets.

## **ANNEX 4: ENVIRONMENTAL IMPACT**

## **Annex 4: Environmental Impact**

### **Environmental Compliance:**

FY 1999 was mainly devoted for finalizing the RFPs of the new SOs and recruiting the implementing contractors. Except training activities, no interventions having an effect on the environment were implemented. As soon as the contractors identify activities, IEEs will be prepared.

Under the FY 1998-2006 CSP

Under the continuing CBNRM activity, sub-grants that were implemented were based on land use management plans. These plans provide mitigative measures or guidance in compliance with 22 CFR.216.3 (a)(iii) to promote environmentally sound development sub-activities, incorporating principles of sustainable natural resources management.

New Special Objectives (SPOs):

During the course of this Fiscal Year, USAID/Senegal also developed two SPOs: Education for Development and Democracy Initiative (EDDI) and The Re-Establishment of Conditions for Economic and Political Development in the Casamance. IEEs were prepared and approved for both SPOs.

Twinned Missions:

IEEs were prepared and approved for U.S. Cooperating NGOs operating in Twin Missions (The Gambia and Cape Verde).